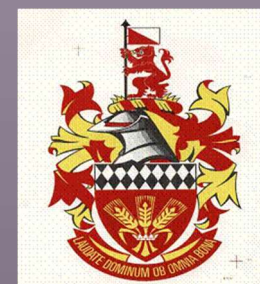


AMAJUBA DISTRICT MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN

AMAJUBA WILL BE A LEADING AND PIONEERING DISTRICT
CHARACTERIZED BY SUSTAINABLE DEVELOPMENT AND QUALITY
SERVICES



2016/17

MARCH 2016



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- Amajuba District internal database
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- Emadlangeni Local Municipality internal database
- Dannhauser Local municipality internal database

1. ACRONYMS

ABET	Adult Based Education and Training	LRAD	Land Redistribution for Agricultural Development
ADM	Amajuba District Municipality	LTO	Local Tourism Organisation
ADC	Amajuba District Council	LUMS	Land Use Management System
AIDS	Acquired Immune Deficiency Syndrome	MAM	Multi Agency Mechanism
CBO's	Community Based Organisations	MEC	Member of Executive Committee
CETA	Construction Education and Training Authority	MFMA	Municipal Finance Management Act
CHBC	Community Home Base Care	MHS	Municipal Health Services
CIP	Comprehensive Infrastructure Plan	MIG	Municipal Infrastructure Grant
CMIP	Consolidated Municipal Infrastructure Programme	MPCC	Multi Purpose Community Centres
CPTR	Current Public Transport Record	MSA	Municipal Systems Act 32 of 2000
DACE	Department of Agriculture, Conservation and Environment	MSIG	Municipal Systems Improvement Grant
DBSA	Development Bank of South Africa	NEMA	National Environmental Management Act
DEAT	Department of Environmental Affairs and Tourism	NEPAD	New Partnership for Africa's Development
DAC	District AIDS Council	NERSA	National Electricity Regulator of South Africa
DARDLA	Department of Agriculture, Rural Development and Land Administration	NGO	Non- Governmental Organization
DLA	Department of Rural Development and Land Reform	NSDP	National Spatial Development Perspective
DCOGTA	Department of Corporate Government and Traditional Affairs	NWMS	National Waste Management Strategy
DTI	Department of Trade and Industry	OPMS	Organisational Performance Management System
DM	District Municipality	PDA	Planning and Development Act
DMA	District Management Area	PGDS	Provincial Growth and Development Strategy
DoE	Department of Energy	PHC	Primary Health Care
DoH	Department of Human Settlements	PMS	Performance Management System
DoM	Department of Minerals	REDS	Regional Electricity Distribution System
DORA	Division Of Revenue Act	RSC	Regional Service Council
DPW	Department of Public Works	SABS	South Africa Bureau of Standards
DWAF	Department of Water and Environment Affairs	SACOB	South Africa Chamber of Business
ECA	Environmental Conservation Act	SALGA	South Africa Local Government and Administration
EIA	Environmental Impact Assessment	SANAC	South African National AIDS Council
EIP	Environmental Implementation Plan	SANCO	South Africa National Civic Organization
EHS	Environmental Health Services	SAPS	South African Police Service
EMP	Environmental Management Plan	SETA	Sector Education Training Authority
EMS	Environmental Management System	SDBIP	Service Delivery and Budget Implementation Plan
EPWP	Expanded Public Works Programme	SDF	Spatial Development Framework
FBS	Free basic Services	SLA	Service Level Agreement
FBE	Free Basic Electricity	SPLUM	Spatial Planning and Land Use Management Act
GIS	Geographic Information System	SOER	State of the Environment Report
HDI	Human Development Index	TSC	Thusong Services Centres
HOD	Head of Department	WSA	Water Services Authorities
IDP	Integrated Development Planning	WSDP	Water Services Development Plan
IGR	Intergovernmental Relations		
IMEP	Integrated Municipal Environmental Programme		
IWMP	Integrated Waste Management Plan		
IT	Information Technology		
ITC	Information and Communication Technology		
ITP	Integrated Transport Plan		
KPA	Key Performance Area		
KPI	Key Performance Indicator		
LDO	Land Development Objective		
LED	Local Economic Development		
LM	Local Municipality		

2. INTRODUCTION

2.1. Executive summary

Integrated Development Planning is a process through which a Municipality, its constituencies, various service providers, interested and affected parties come together to identify development needs, outline clear objectives and strategies which serve to guide the allocation and management of resources within the Municipal's jurisdictional area. From this planning process emanates the Municipal Integrated Development Plan (IDP), with the main objective being improved coordination and integration of planning, budgeting and development within a Municipal area. As a five (5) Year budgeting, decision-making, strategic planning and development tool, the IDP is used by the Municipality to fulfil its role of 'developmental local governance.' Central to this are the overarching objectives and strategies encapsulated in the plan, which guides the Municipality in the realm of the following:

- Municipal Budgeting;
- Institutional restructuring in order to realize the strategic intent of the plan;
- Integrating various development sectors such as Infrastructure, Land Use, Agriculture with Socio-economic and Ecological dimensions; and
- Performance Management System.

This document therefore represents the Draft Integrated Development Plan as prepared by the Amajuba District Municipality (ADM as part of its 2016/17 IDP Review process).

It is submitted and prepared in fulfilment of the Municipality's legal obligation in terms of Section 34 of the Local Government: Municipal Systems Act, 2000 (MSA Act 32 of 2000).

Amajuba District Municipality is demarcated as DC 25 as per the Municipal Demarcation Board, and is one of the ten (10) District Municipalities and one (1) Metro that constitute Kwa-Zulu Natal Province.

In addition to the legal requirement for every Municipality to compile an Integrated Development Plan as referred to in section 1.1 above, the Municipal Systems Act, Act 32 of 2000 (MSA) also requires that:

- the IDP be implemented;
- the Municipality monitors the implementation of the IDP;
- the Municipality evaluates its performance with regard to the IDP's implementation; and
- the IDP be reviewed annually to effect improvements where necessary.

A common perception of IDP's are that they are "wish-lists" that are not linked to budgets, dependant on sector departments and are unrealistic due to them not being linked to the powers and functions allocated to the respective municipalities. These negative perceptions have resulted in the credibility of IDP's is questioned. In understanding what is a "credible" IDP one needs to look at what credible actually means with the word "credible" being derived from the Greek word for "credulous" which means "realistic". In other words, a "credible" IDP should be one that is "doable" and implementable.

2.2. Background

This IDP is the Third generation of the Integrated Development Plan (IDP) preparation and as such reflects the priorities of the new Amajuba Council. IDP's are organic documents and change and grow according to challenges and changes in the district.

The IDP seeks to have the following impacts namely:

- Integrated and sustainable human settlement;
- Stimulating the growth of a robust local economy;
- Social cohesion and inclusion leading to nation building;
- Environmental sustainability; and
- Strengthening inter-governmental relations.

Informed

This document seeks to know and understand what is, should and could be happening in the DM as well as where and when. This IDP integrates the STATSSA Neighbourhood study data (2011). It also compares the current rate of service delivery to the targets set by government with alarming results in many cases.

Assertive

The IDP seeks to steer and guide the economy along with minimal fall-out through the integration of the LED, Tourism and Agricultural Sector Plans into the IDP.

Strategic

The interventions of the IDP seek to maximise sustained impact at minimum costs. The IDP and SDF have been aligned with the National Spatial Development Perspective (NSDP) as well as the Provincial Growth and Development Strategy (PGDS) and the Provincial Spatial Economic Development Strategy (PSEDS). The SDF has been reviewed this financial year and is aligned with the LED sector plans and captures the key interventions from the Growth Summit together with their budgets.

Wise

The IDP takes considered responses, does not act on short-term whims, and takes a longer view to encourage development within the District. The IDP document has developed and has learnt from the past IDP Reviews and their processes.

Nimble

The IDP and its methodology has also been developed in such a way that it is flexible and able to adapt and change direction if and when it may be required to do so in order to meet set objectives.

Collaborative

This IDP has been developed through a collaborative process with the communities of the Amajuba DM, sector departments both provincial and national, within the structures of the “family of municipalities”, as well as with surrounding District Municipalities.

The draft IDP has been presented to the Amajuba IDP RF as well as to AFLED and its sub-structures.

The Amajuba District Municipality seeks to actualise and make real the principles of the Constitution, the Freedom Charter and the KwaZulu-Natal’s Citizen’s Charter through the IDP. As such, through the IDP and its processes, the District Municipality seeks to:

- Actively engage with the citizens of the District and its partners;
- Operate fairly and be accessible to everyone;
- Promote choice within the District;
- Continuously develop and improve the quality of life of all its citizens;
- Effectively and efficiently utilise resources allocated to it; and

- Improve the opportunities and quality of life in the communities it serves.

2.3. Document Structure

PART ONE provides an overview of the legislative framework for the IDP Drafting and Review processes to be followed. It also reflects on national and provincial planning frameworks impacting on the ADM.

PART TWO deals with the Municipal Vision and Mission, as well as Developmental Objectives, Strategies and Key Performance Indicators for each of the following Key Strategic Focal Areas in line with the 5 Year Local Government Strategic Agenda:

- KPA1: Intergovernmental Relations, Good Governance and Public Participation
- KPA2: Municipal Transformation and Organisation Development
- KPA3: Local Economic Development
- KPA4: Infrastructure Development and Service Delivery
- KPA5: Municipal Financial Viability and Management
- KPA6: Spatial Planning and Environmental Management

This part then concludes with Municipal Projects and Programmes for each of these Key Performance Areas *in* its alignment to the goals of vision 2030.

PART THREE reflects on the Operational Strategies (Sector Plans) of the ADM with specific focus on the following Sector plans which are key strategies linked to the IDP:

- Spatial Development Framework
- District LED Strategy
- Disaster Management Plan
- Water Services Development Plan

Other developed sector plans will also be identified under this portion of the IDP as they also play a crucial role in the facilitation of development within the municipal jurisdiction.

2.4. Municipal Opportunities

In terms of answering the question of “What opportunities do we offer?” the following is noted:

The following areas of growth potential have been identified in the IDP, namely:

- Battlefield development and Amajuba Tourism Route.
- The Amajuba Birding Meander.
- The development of tourism opportunities around the proposed Ncandu River Dam.
- The development of dams along the Buffalo River Catchment which will open up large portions of the tribal areas for irrigation.
- The further development of the Balele Nature Reserve at Utrecht.
- The development of a Fly-fishing Meander.
- The development of a proposed residential estate at the Newcastle Golf Course.
- The Development of an Agric Hub which will be linked to the Dube Trade Port.
- The development of opportunities along the MR483 Corridor linking the CBD to Madadeni and Osizweni.
- The implementation of the Urban Renewal Programme in the Newcastle CBD.
- The development of housing projects as part of the implementation of the Housing Plans for the three LM's.
- The development of the Amajuba Hydroponic Techno Park.
- The identification of Newcastle as an Industrial Development Zone (IDZ).

- The development of the following areas of agricultural potential:
- **Soya:** The processing of Soya to create Bio-diesel and Soya Meal
- **Vegetables:** The Specialised production of vegetables through the use of tunnels and open field planting
- **Livestock:** Feedlot development and piggery.
- **Dams:** Sites are being looked at for storage to increase the Irrigable land and further develop the above

2.5. Historical Background

Newcastle Local Municipality

Newcastle was deeply involved in the Anglo-Boer War, and today is the largest town in northern KwaZulu-Natal. Newcastle was the fourth town founded in 'Natal' and featured prominently in the Transvaal's First War of Independence, and is where the penultimate battle was fought, at Schuinshoogte in 1881. Newcastle also featured prominently in the Anglo-Boer War and featured in both the Boer and English defences.

Coal was discovered in the area in the 1800's, but Newcastle's original industry was the washing and spinning of wool from sheep which were farmed in the area. The first train reached the area in 1890 and the town was proclaimed a Borough in 1891. With the discovery of the large coal deposits came an era of prosperity which saw the construction of a number of ambitious projects including the Town Hall.

The town shares its name with a further 27 sister Newcastle's worldwide. Newcastle was originally known as *Post Halt Two* and was a stop on the journey from Port Natal-Durban and the then Transvaal. Whilst today's major road, the N3, between the two provinces no longer runs through Newcastle, the town is worth a visit for the battle sites just outside of town, which include Laing's Nek, Majuba and Schuinshoogte.

Dannhauser Local Municipality

The municipality is named after Renier Dannhauser, a German settler who in 1872 purchased four farms in the area from the then owner, the Natal government. Dannhauser is a town that was based on coal mining and was laid out in 1870, it was proclaimed a village in 1937.

Emadlangeni Local Municipality

Until recently, the municipality was known as Utrecht. Its history started in 1852 when Voortrekker settlers traded 100 head of cattle with the Zulu King Mpande for grazing rights in Zululand. The settlers then claimed the land as their own and formed the Republic of Utrecht in 1854. The 32 km by 64 km Boer republic was named after the larger city of Utrecht in the Netherlands. Given its tiny population and the Boer aversion from central authorities, it was simply governed by a Landdrost or magistrate.

On 8 May 1958 the republic was incorporated into the Boer Republic of Lydenburg but ultimately it was returned to the British colony of Natal under the Boer treaty in 1860. This happened together with Vryheid and Wakkerstroom.

Architecture

The three urban centres of Newcastle, Utrecht and Dannhauser have a good mix of Voortrekker, Colonial and Eastern Structures. Efforts are underway by Amafa KwaZulu-Natal to list and protect the architectural resources in the ADM.

Monuments/ cultural tourism assets

There are a number of monuments and memorials in Newcastle, including:

- Hilldrop House, once the dwelling place of author Rider Haggard whose books included *King Solomon's Mines*, *She* and *Jess* - said to be based on his time at Hilldrop House;
- General Buller's Headquarters;

- The Carnegie Art Gallery which was the old library;
- Fort Amiel;
- The Hindu Temple in Kirkland Street with the largest dome in the southern hemisphere;
- The Armoury now used as the MOTH's shellhole; and
- O'Neil's Cottage, used as a makeshift hospital during the war, including a number of grave sites.

Utrecht has 10 national monuments and 10 historical sites

Identified key issues

The following key issues relate to the protection of historical and cultural assets within the ADM:

- Poor maintenance of buildings and maintenance with out of character materials;
- Painting and plastering of red brick buildings;
- The identification and listing of noteworthy buildings;
- Stripping buildings of doors, fireplaces, and other noteworthy items;
- Protecting of buildings over 60 years in age; and
- Policing of transgressions.

Spatial objectives and strategic interventions/ options

Strategic interventions identified include:

- Closer working relations between the municipality and AMAFA;
- The development of tax incentives to preserve buildings of cultural and historical significance.

3. FOREWORD BY DISTRICT MAYOR

As part of our responsibilities, the municipality has to prepare and adopt an Integrated Development Plan (IDP) and this consultation process forms part of the adoption process as the IDP must mainly be guided by the views of the community as this is the plan the Municipality is going to use to implement what the communities need and what they have prioritised.



An IDP in a nut shell is the District Municipalities Business Plan reflecting service delivery of projects linked to budgets which is linked to performance management systems of the Municipality which then monitors the delivery and the implementation of the projects. An IDP must be credible, in other words an IDP should be do-able and implementable.

As the Municipality we do not work in isolation. As we have three spheres of Government (National, Provincial and Local) the integration and alignment of processes and interventions is very critical. It is in the IDP where all this is reflected and this alignment is mainly on the following impacts:

- Job Creation
- Integrated and sustainable human settlement
- Stimulating the growth of a local economy
- Social cohesion and inclusion, leading to nation building
- Environmental sustainability
- Strengthening inter-governmental relations
- Spatial Equity

Communities are thus encouraged to make meaningful contributions to the Plan and guide the Municipality in setting Priorities, monitor implementation and lastly evaluate if the community needs are met and are realised all this is done through the processes of the IDP, and the IDP and its processes are mainly the voice of the communities can use.

During the coming years we will continue to improve and strengthen inter-governmental relations within the family of municipalities in the district in order to collectively and in an integrated and co-ordinated manner to serve the people with integrity and honesty in the spirit of Batho Pele and our continued commitment to Operation Clean Audit 2015.

CLLR JCN KHUMALO
HER WORSHIP, THE MAYOR

4. OVERVIEW BY DISTRICT MUNICIPAL MANAGER



An Integrated Development Plan (IDP) reflects Council's vision for the long term development of the municipality with special attention on critical developmental issues and internal transformation needs. It is a five-year strategic tool used to address and measure the level of service delivery in the District.

The goals set and projects identified in the IDP are only implemented through proper budgeting which in essence is the enabling tool of the IDP. The budget enables the municipality to meet its obligations, powers, and functions as stipulated in section 84 of the Local Government: Structures Act, Act No. 117, 1998. It is of utmost importance that projects with committed funding in the IDP be monitored so as to ensure that they have improved the lives of our communities after implementation.

Our duty is to ensure efficient and sustainable service delivery to all the communities within the District, both rural and urban. This therefore requires that Council exercises its oversight role in a manner that inflicts accountability on the administrative wing of our institution. Our focus remains that of ensuring coordinated forward planning, through our District Coordinating Forums and other intergovernmental structures, and to formulate policies, systems, and mechanisms responding to the challenges that lie ahead.

We are committed to improving our audit reports from the Auditor General from a unqualified opinion to a clean audit outcome in this financial year. This is said with the confidence that we will work hard and ensure compliance and proper management of the public funds. We will continue to encourage integrated forward planning within all our local municipalities in order to efficiently and effectively use the limited resources at our disposal.

It is a well-learned lesson that the success of any plan is dependent on its execution. We believe that we have committed and dedicated staff, communities and role players to ensure the successful implementation of our IDP and the attainment of our broader objective: to improve the quality of life of all our people.

We acknowledge and appreciate all the efforts of our staff, the contribution of all communities and role-players, and involvement of national and provincial governments in ensuring that we were able to produce a legitimate and an implementable IDP.

L M AFRICA
MUNICIPAL MANAGER

PART ONE

5. IDP OVERVIEW

5.1. Legislative Requirements

5.1.1. The Integrated Development Plan

Chapter 5 and Section 25 (1) of the Municipal Systems Act (2000) indicates that:

“Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality which-

- a) Links integrates and coordinates plans and takes into account proposals for the development of the municipality;*
- b) Aligns the resources and capacity of the municipality with the implementation of the plan;*
- c) Complies with the provisions of this Chapter; and*
- d) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.*

A full IDP was prepared for the 2013/14 financial year and was adopted by Council in June 2012.

The legislation indicates that in terms of Section 34 of the MSA:

A municipal council-

- (a) must review in accordance its integrated development plan-*
 - (i) annually in accordance with an assessment of its performance measurements in terms of section 41; and*
 - (ii) to the extent that changing circumstances so demand; and*
- (b) may amend its IDP in accordance with a prescribed process*

In terms of the core components of integrated development plans, Chapter 5 and Section 26) of the Municipal Systems Act (2000) indicates that:

An integrated development plan must reflect-

- a) The municipal council’s vision for the long term development of the municipality with special emphasis on the municipality’s most critical development and internal transformation needs;*
- b) An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;*
- c) The council’s development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;*
- d) The council’s development strategies which must be aligned with any national and provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;*
- e) A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;*
- f) The council’s operational strategies;*

- g) *Applicable disaster management plans;*
- h) *A financial plan, which must include a budget projection for at least the next three years; and*
- i) *The key performance indicators and performance targets determined in terms of section 41.*

5.1.2. Annual Budget

The Annual Budget and the IDP are inextricably linked to one another, something that has been formalised through the promulgation of the Municipal Finance Management Act (2004). Chapter 4 and Section 21 (1) of the Municipal Finance Management Act (MFMA) indicates that:

The Mayor of a municipality must-

- (b) *At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for-*
 - i. *The preparation, tabling and approval of the annual budget;*
 - ii. *The annual review of-*
 - aa) *The integrated development plan in terms of section 34 of the Municipal Systems Act; and*
 - bb) *The budget related policies.*
 - iii. *The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and*
 - iv. *The consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).*

5.1.3. Performance Management System

Chapter 6 of the Municipal Systems Act 32 of 2000 prescribes as follows on the development of performance management system:

“38. A Municipality must—

- (a) establish a performance management system that is—*
 - (i) commensurate with its resources;*
 - (ii) best suited to its circumstances; and*
 - (iii) in line with the priorities, objectives. Indicators and targets contained in its integrated development plan;*
- (b) promote a culture of performance management among its political structures. Political office bearers and councillors and in its administration;*
- (c) and administer its affairs in an economical, effective, efficient and accountable manner.*

Development of performance management system

39The executive committee or executive mayor of a municipality or, if the municipality does not have an executive committee or executive mayor, a committee of councillors appointed by the municipal council must-

- (a) Manage the development of the municipality’s performance management system;*
- (b) Assign responsibilities in this regard to the municipal manager, and*
- (c) Submit the proposed system to the municipal council for adoption*

Monitoring and review of performance management system

40. A municipality must establish mechanisms to monitor and review its performance management system.

Core components

41(1) a municipality must in terms of its performance management system and in accordance with any regulations and guidelines that may be prescribed—

(a) Set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact. With regard to the municipality's development priorities and objectives set out in its Integrated Development Plan;

(b) Set measurable performance targets with regard to each of those development priorities and objectives;

(c) With regard to each of those development priorities and objectives and against the key performance indicators and targets set in terms of paragraphs (a) and

(b) -

(i) Monitor performance; and

(ii) Measure and review performance at least once per year;

(d) Take steps to improve performance with regard to those development priorities and objectives where performance targets are not met: and

(e) Establish a process of regular reporting to

(i) The council, other political structures, political office bearers and staff of the municipality; and

(ii) The public and appropriate organs of state.

(2) The system applied by a municipality in compliance with subsection (1) (c) must be devised in such a way that it may serve as an early warning indicator of under-performance.

Community involvement

42. A municipality, through appropriate mechanisms, processes and procedures established in terms of Chapter 4, must involve the local community in the development, implementation and review of the municipality's performance management system. 30 and, in particular, allow the community to participate in the setting of appropriate key performance indicators and performance targets for the municipality."

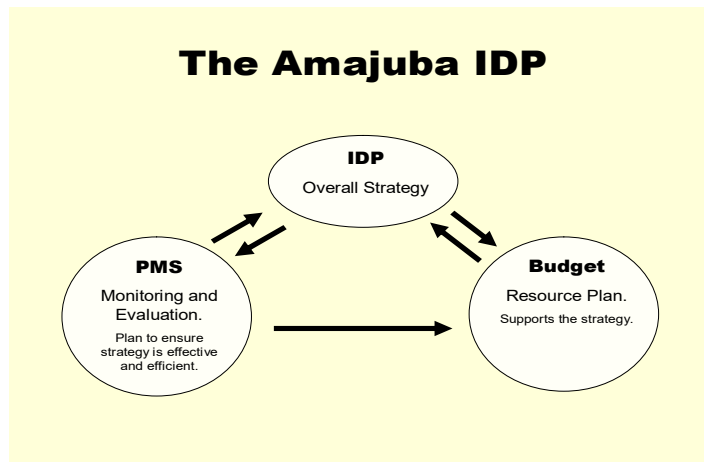
5.2. Planning and Development Principle's

In terms of Section 25 (1) of the Municipal Systems Act (Act 32 of 2000), each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which:

- Links, integrates and coordinates plans and takes into account proposals for the development of the municipality;
- Aligns the resources and capacity of the municipality with the implementation of the plan;
- Forms the policy framework and general basis on which the annual budget is based; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

The IDP remains the strategic planning instrument to guide and inform the planning, budgeting, performance management and decision-making activities in the municipality. The diagram below summarises how the three processes link with one another.

Figure 1 – IDP, Budget and PMS linkage



Another important function of the IDP is to guide the budgets of sector departments (National and Provincial) where their services and resources are required, in terms of needs and priorities identified in the IDP. In addition to guiding organs of state, the IDP should be an informative document to encourage, and guide potential investment in the municipal area.

Legislative requirements

The Municipal Systems Act (No 32 of 2000), together with the Local Government: Municipal Planning and Performance Management Regulations, 2001 (R796 24 August 2001), set out the core components of the IDP, as well as, the requirements for public participation in its drafting, reviewing and adoption. The core components may be summarized as:

- A long term vision
- An assessment of the current level of development in the municipality
- Development priorities and objectives
- Development strategies
- A spatial development framework
- Operational strategies
- Applicable disaster management plans
- A financial plan
- Key performance indicators and performance targets

5.3. IDP Review Process

During August 2013, the Council of Amajuba District Municipality adopted the IDP/ Budget Framework Plan 2015/2016 as per Council Resolution C29:23/09/2014. During August 2013 Council also adopted the IDP institutional Structures 2014-2016 as per resolution C72:29/09/2013. The IDP/ Budget Framework Plan is utilized by the municipality to ensure that reviewing of the IDP and the budget meets all requirements as per the MFMA and the MSA. The IDP Institutional Structures is utilized by the municipality to ensure that the Framework is being implemented and that all committees which have a direct impact on the IDP are functional.

In accordance to the framework plan, the Municipality will on an annual basis during November – April engage Community Road shows with its communities and key stakeholders to review the IDP. The municipality has to ensure that all structures of the IDP are functional to ensure the effectiveness of the consultative processes. The municipality has three structures that contribute towards the review of the IDP; these structures are per the IDP Institutional Structures as approved:

- IDP Representative Forum

- IDP Steering Committee

During the 2015/16 financial year, the ADM successfully hosted four (4) IDP Representative Forums and three (3) IDP Steering committee meetings. Both these IDP fora have over emphasized the importance of engagements between various stakeholders. In the success of these meeting an overarching concern was the poor participation by the Local Municipalities within the ADM; even though Newcastle has participated there is also room for them to do more.

The following will be the key issues to be reviewed annually:

1. Service Delivery Mechanisms
2. Projects and Programs (MTF)
3. Community inputs
4. Institutional arrangements and capacity
5. Financial resources
6. Stakeholders
7. Performance of the municipality against KPA's
8. Sector Department progress / programmes and inputs
9. Strategies and partnerships
10. Sector Plans

The Municipal Council after consultation with its stakeholders will provide a draft IDP document, the document will then be advertised for public comments for a period of 21 working days and after consideration of the inputs from the stakeholders the Municipal Council will adopt a reviewed document with the budget annually between April and May.

The table below depicts the phases involved during the reviewing of the IDP up until is approval by Council:

Table 1: IDP review phases

NO.	REVIEW PHASE	PRODUCT OUTPUT
1.	Preparation	<ul style="list-style-type: none"> ○ Completion and adoption of the IDP review process plan (including the interaction with the District to ensure the alignment of key planning milestones)
2.	Phase-1 Analysis	<ul style="list-style-type: none"> ○ Identification of analysis gaps, outstanding information obtained and key issues confirmed (including an analysis to such an extent that circumstances may have changed)
3.	Phase 2 – Reviewed Strategies	<ul style="list-style-type: none"> ○ Revised vision statement, mission, objectives and strategies (May need to be attended to during the review process).
4.	Sector Plans / Programmes	<ul style="list-style-type: none"> ○ Completion of outstanding plans
5.	Phase 3 Revised Projects	<ul style="list-style-type: none"> ○ Revised projects will also need to be attended to during the review process; ○ Will need to be evaluated, and also in terms of a sustainability framework and gender relations impact assessment to be drawn up.
6.	Phase 4 Integration	<ul style="list-style-type: none"> ○ Integration of all projects into integrated sector plans and operational strategies and finalisation of amended IDP.
7.	Phase 5 Approval	<ul style="list-style-type: none"> ○ Adoption and advertising of amended IDP.
8.	General	<ul style="list-style-type: none"> ○ Diverse matters to be attended to during the IDP Review Process.
9.	Budget / IDP Link	<ul style="list-style-type: none"> ○ Ensure that the budget is aligned with the revised IDP.

Table 2: Roles on LM and DM roles on IDP Planning

Planning Phase	Local Level	District Level
Analysis	<ul style="list-style-type: none"> Determine local issues, problems, potentials and priorities. 	<ul style="list-style-type: none"> Determine district scale issues, problems, potentials and priorities Consolidated the analysis results of the district and local municipalities and define common priority issues
Strategies	<ul style="list-style-type: none"> Define a local vision and set of objectives Participate in district level strategy workshop Determine local strategies per priority issue on the basis of the district level analysis. 	<ul style="list-style-type: none"> Define a district vision and set of objectives Provide an event for a joint strategy workshop with local municipalities and provincial and national role-players thereby providing an organisational framework for aligning strategies Determine cross-boundary and district strategies per priority issue
Projects	<ul style="list-style-type: none"> Design local council projects per strategy. 	<ul style="list-style-type: none"> Design district council projects per strategy
Integration	<ul style="list-style-type: none"> Compile a set of local Integrated Programmes for Managing implementation. 	<ul style="list-style-type: none"> Compile a set of district Integrated Programmes for managing implementation Align and assess the Capital Investment and Implementation programmes of local and district municipalities.
Approval	<ul style="list-style-type: none"> Ensure that the IDP is adopted by the Local Council. 	<ul style="list-style-type: none"> Ensure that the IDP is adopted by the District Council Align the IDPs of the municipalities in the district council area and with the other spheres of government.

Source – LED Toolkit

Amendments to the framework plan

Depending on the progress of the four IDP's mentioned above, amendments may be required to the Framework Plan. Any amendments will be tabled at the ADM IDP Steering Committee, IDP Forum and to Council for final approval as per meetings.

The following is a summary of the main activities to be undertaken during this IDP Process:

➤ Assessment Issues

Comments received from the various role-players in the assessment of the IDP documentation for 2015/16, particularly during the "IDP Assessments" in Newcastle and the MEC's assessment; and Shortcomings and weaknesses identified through self-assessment.

➤ Review Of The Strategic Elements Of The IDP In Terms Of Priorities Of Council And The Objectives Of Management

- Review of the Strategic elements of the IDP based on changed circumstances.
- Inclusive of council priorities

➤ **Inclusion Of New Information Where Necessary**

Addressing areas requiring additional attention in terms of legislative requirements not addressed during the previous years of the IDP Review Process (ie. MFMA, PDA, Rural Development, Poverty alleviations etc):

- Alignment of the IDP with newly completed Sector Plans;
- The on-going alignment of the Amajuba Performance Management System (PMS), in terms of Chapter 6 of the MSA, with the IDP;
- The update of the Financial Plan, the list of projects (both internal and external funded), and the capital investment framework.

5.3.1.Key IDP Implementation Dates

The process of the review of the IDP 2015/16 will commence during the second quarter of the 2015/16 financial year, in light of this the table below sets out the process for the review of the IDP.

Table 3: Key IDP implementation dates

QUARTER ONE		
ACTIVITY	DUE DATE	DEPARTMENT RESPONSIBLE
Submission of draft Framework Plan – KZN COGTA	15 July 2014	Planning and Development
ExCo approval of IDP Framework Plan 15/16	7 August 2014	Planning and Development
Council approval of IDP Framework Plan 15/16	21 August 2014	Planning and Development
Advertisement of approval of Framework Plan	29 August 2014	Planning and Development
First IDP Steering Committee meeting	02 September 2014	Planning and Development
QUARTER TWO		
ACTIVITY	DUE DATE	DEPARTMENT RESPONSIBLE
IDP 2014/15 Review – Consultative process	21 October 2014	Planning and Development
Second IDP Steering Committee meeting	4 November 2014	Planning and Development
First IDP Representative Forum meeting	18 November 2014	Planning and Development
Cross – border alignment meeting	21 November 2014	COGTA
QUARTER THREE		
ACTIVITY	DUE DATE	DEPARTMENT RESPONSIBLE
Third IDP Steering Committee meeting	5 February 2015	Planning and Development
Second IDP Representative Forum meeting	19 February 2015	Planning and Development
ExCo Approval of Draft IDP 2015/16	19 March 2015	Planning and Development
Council Approval of Draft IDP 2015/16	27 March 2015	Planning and Development
Submission of Draft IDP 2015/16 to COGTA	30 March 2015	Planning and Development
QUARTER FOUR		
ACTIVITY	DUE DATE	DEPARTMENT RESPONSIBLE
Draft IDP/Budget 2014 – Consultative process	14 April 2015	Planning and Development
Submission of IDP's for assessments	24 April 2015	Planning and Development
Fourth IDP Representative Forum meeting	5 May 2015	Planning and Development
Draft IDP assessment feedback	8 May 2015	COGTA
ExCo approval of Final Draft IDP 2015/16	14 May 2015	Planning and Development
Council approval of final Draft IDP 2015/16	21 May 2015	Planning and Development
Fourth IDP Steering Committee meeting	23 June 2015	Planning and Development
Submission of Final IDP to COGTA	29 June 2015	Planning and Development

As part of the continued support provided to municipalities by KZN COGTA, the Provincial IDP Management Plan was developed by COGTA to ensure continuous support and effective engagements to all municipalities.

The ADM has managed to implement its Process Framework withstanding a number of challenges such as the rescheduling of the 1st IDP Representative Forum. The Steering Committee Meeting that was scheduled for the 04 December 2014 was unable to have a sitting due to the futile IDP-RF as matters that were up for discussion at the IDP-SC would have been derived from the IDP-RF. The ADM remains optimistic that the objectives of all the IDP for a in place will be met.

Table 4: Provincial IDP Management Plan

Activity	Date
Municipalities adopt IDPs	30 June 2014
IDPs submit to COGTA/MEC Panel	10 July 2014
Draft FPs & PPs submit COGTA	31 July 2014
MEC Panel assess IDPs	01 August 2014
Sustainable Living Exhibition	22 -24 August 2014
COGTA finalize comments on FPs and PPs	29 August 2014
MEC letters to Municipalities	September 2014
Planning Indaba/MEC Panel feedback & adoption of IDP ManPlan	26 September 2014
World Planning Day	7 November 2014
IDP Alignment sessions	4 - 21 November 2014
IDP Best Practice Conference (feedback on alignment, best practice, assessment process in April 2015)	5 December 2014
IDP Stakeholders meeting: confirm assessment process in April 2015	13 February 2015
Submission of draft 2015/16 IDPs to COGTA	27 March 2015
Decentralized Forums & Draft IDP Assessments	7 - 29 April 2015
IDP Feedback Session	8 May 2015

5.4. IDP Roles and Responsibilities

Table 5: Role Players Roles and Responsibilities

Role Players	Roles and Responsibilities
Executive Mayor and Mayoral Committee	<p>The Mayoral Committee must:</p> <ul style="list-style-type: none"> Decide on the Process Plan for IDP Review Responsible for overall political direction of the IDP process, and may assign responsibilities to the Municipal Manager Submit review IDP framework and draft IDP to Council
Municipal Manager with delegated powers to the IDP Manager	<p>The Municipal Manager is responsible for the management and co-ordination of the preparation and of the IDP process which include but not limited to the following:</p> <ul style="list-style-type: none"> Responsible for the day to day management of the planning process plan; Responsible for the day to day management of the planning process and ensuring that timeframes are being adhere to and resources are and managed effectively and efficiently; Co-ordinate the involvement of all different role players; Ensuring the horizontal and vertical alignment in the process, including Sectors; Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained; Ensuring the horizontal and vertical alignment in the process, including Sectors Department Strategic Plans;

Role Players	Roles and Responsibilities
	<ul style="list-style-type: none"> Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained; Ensuring compliance with National and Provincial requirements, legislations and IDP Guide Packs; Ensure appropriate participation; Ensure proper documentation of outcomes; Chairing the Steering Committee, Extended Technical Committee; and Management of consultants Apply for external funding / donors
Municipal Council	<ul style="list-style-type: none"> The Municipal Council will have a final say / comment and approval of the reviewed IDP. Will consider the process plan which should set out the process for the IDP Review. A member of the committee or council to formally submit to the municipal council a proposal to amend the IDP and also give reasons why it should be amended Considers and adopts revised IDP in line with budget Approves Organogram
IDP Technical Committee / Steering Committee	<ul style="list-style-type: none"> Provides terms of reference for the various planning activities; Commissions research studies or investigations; Considers and comments on: <ul style="list-style-type: none"> Inputs from sub-committee/s, study teams and consultants Inputs from provincial sector departments and support providers Analyse inputs from stakeholders;
Role Players	Roles and Responsibilities
IDP Representative Forum	<ul style="list-style-type: none"> Informs affected and interested groups, communities and organizations, on relevant planning activities and their outcomes: Analyses issues, determine priorities, negotiate and reach consensus; Participates in the designing of project proposals and/or assess them; Make recommendations on planning issues to the municipal council.

Table 6: Municipal Integration with Key Role Players

Role Players	Roles and Responsibilities
Municipal Council	<ul style="list-style-type: none"> The Municipal Council will approve the reviewed IDP. Will consider the process plan which should set out the process for the new IDP cycle.
Executive Mayor and Mayoral Committee	<p>The Mayoral Committee must:</p> <ul style="list-style-type: none"> Decide on the Process Plan for IDP Review Responsible for overall management, co-ordination and monitoring of the review process, and may assign responsibilities to the Municipal Manager. Submit review IDP framework and draft IDP to Council. Develop terms and criteria for Representative Forum. Give political direction.
Municipal Manager with delegated powers to the IDP Manager	<p>The Municipal Manager is responsible for the management and co-ordination of the preparation and of the IDP process which include but not limited to the following:</p> <ul style="list-style-type: none"> Responsible for the day to day management of the planning process plan; Responsible for the day to day management of the planning process and ensuring that timeframes are being adhere to and resources are and managed effectively and efficiently

Role Players	Roles and Responsibilities
	<ul style="list-style-type: none"> • Co-ordinate the involvement of all different role-players; • Ensuring the horizontal and vertical alignment in the process, including Sectors; • Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained; • Ensuring the horizontal and vertical alignment in the process, including Sectors; • Ensuring compliance with National and Provincial requirements, legislations and IDP Guide Packs; • Ensure appropriate participation; • Ensure proper documentation of outcomes; • Chairing the Steering Committee, Extended Technical Committee, and • Management of consultants.
IDP Steering Committee	<ul style="list-style-type: none"> • Process Plan management body; • Allocation of duties and monitoring; • Overall management including the appointment of technical consultants; • Decision on roles and responsibilities • Identification of consultation with other role-players/adverts; • Manage draft action programme; • Commission research studies and recommend appointment of service providers; <p>Decide on matters to be referred to the extended technical committee for alignment and integration.</p>
IDP Representative Forum	<ul style="list-style-type: none"> • The Executive Mayor or Representative chair the forum meeting. • The HOD's CBO's, NGO's, Business Forums, Community Forums, Youth, Woman Organizations, Political parties, Disabled and Traditional Leadership; • This Forum consist of community participation structure/stakeholders and are to represent the interests of all stakeholders and ensure proper communication to guarantee representative participation during the review process; • Will provide an organizational mechanism for discussion, negotiations and decision making between the stakeholders including municipalities and government departments during the review process. • Make recommendations to the council on planning and development priorities.
IDP Extended Technical Committee	<ul style="list-style-type: none"> • Will be chaired by the Municipal Manager / IDP Manager. Consists of heads of departments as well as representatives from sector departments; • Will deal with matters relevant and relating to district wide issues; • Consider municipal wide programs and integration to PGDS; • Consider and advise the Steering Committee on the evaluation of sector plans; • Attend to the alignment of the Municipality's IDP to that of the GSDM; • Deliberate on inter sectoral programs and recommendations to the Representative Forum; • Give advice to the municipality and foster sectoral alignment; and • Will timeously report on progress which then be forwarded to the Steering Committee.
PIMMS Centre (District level)	<p>PIMS will provide the following functions:</p> <ul style="list-style-type: none"> • Provide methodological guidance and support the municipality during the IDP implementation and review as well as other planning processes; • Support the planning and implementation management process of the municipality; • Establish and maintain close links with public and private service providers for proper programme alignment in municipal planning; • Provide information to the municipality on relevant national and provincial policy and legislative frameworks;

Role Players	Roles and Responsibilities
	<ul style="list-style-type: none"> Organize/conduct relevant training events for the municipality to build its planning and implementation management capacity; Liaise with donors and other state agencies for funding for the municipality.
Traditional Leaders	<ul style="list-style-type: none"> Amakhosi / izinduna should work with close councilors on identifying priority issues. Facilitate community consultation in collaboration with ward councilors.
Mayoral Outreach	<ul style="list-style-type: none"> Through road shows / outreach programmes to get community inputs and provide feedback.
Ward Committees	<ul style="list-style-type: none"> Consulted via the Executive Mayoral Outreach.
CBWs / NGOs / CDWs	<ul style="list-style-type: none"> To provide vital information and support during planning, evaluation, monitoring through the Representative Forum.

5.5. IDP/Budget Community Consultation

The Constitution of the Republic of South Africa together with other complimentary pieces of legislation compels the municipalities to ensure that the general public participates in matters of local government. The Constitution is underpinned by the principles of good governance, also highlighting the importance of community participation as an essential element of successful good local governance. Without active community participation, the challenge of ensuring effective accountable and clean local government will not be overcome.

Legislation facilitates active participation of community members in the affair of the municipality, including the formulation of Integrated Development Plans (IDPs) and Municipal budgets. Thus Municipalities are required to promote public participation to build the capacity of residents, Councillors and Municipal officials to engage in participatory processes

The implementation of these mandatory processes should take cognisance of the time frame as regulated by relevant local government legal prescripts, including Municipal Systems Act 32 of 2000, Municipal Structures Act 117 of 1998 and Municipal Finance Management Act of 2004.

5.5.1 Introduction

Hence, in order for us to accomplish our mandate of playing a developmental role, Amajuba District Municipality has adopted a democratic approach by conducting effective public participation. Whereby, the council extended the power of the state through transparent and accountable processes where individuals and stakeholders within this district can exchange views and influence decision-making.

Amajuba District Municipality embarked upon a series of Road shows. The first series of road shows focused on the consultative process for the review of the IDP 2014/2015 in preparation for the IDP and Budget 2015/16. This series of the road shows assisted the ADM in being abreast with the core needs of the communities. The programme for these road shows is per the schedule below

2015/16 IDP Budget which were conducted in almost every part of the District in partnership with the three local Municipalities within the District that were scheduled as follows:

Table 7: Public participation Schedule

DRAFT IDP/BUDGET CONSULTATIVE COMMUNITY MEETINGS			
COMMUNITY MEETINGS			
AREA	DATE	TIME	VENUE
Emadlangeni Local Municipality	06 May 2015	10h00	KwaLembe (Ward 1), Lembe School
Emadlangeni Local Municipality	08 May 2015	10h00	Mange (Ward 4), Doornkop Shop
Dannhauser Local Municipality	09 May 2015	10h00	Hattingspruit (Ward 2), Hattingspruit Sportsfield
Newcastle Local Municipality	12 May 2015	10h00	Ingogo (Ward 1), Ingogo Police Station
Dannhauser Local Municipality	12 May 2015	17h00	South Park (Ward 2), South Park Sportsfield

5.5.2 Planning Processes

Information sessions consultation were convened between the District Municipality and Local Municipality 's Councillors and officials with a purpose of ensuring that when the public consultation processes commence we share a common vision and shall have established our roles and responsibilities for a successful 2015/2016 Mayoral IDP/BUDGET Road show in Amajuba District.

The District Mayor also convened a special meeting with the Districts Head of Departments from various Government Sector departments inviting them to provide services during all the scheduled events.

5.5.3 Selection of Venues And Times

As part of promoting intergovernmental relations, we as the District Municipality had to ensure that we come-up with a viable schedule of venues for events after having considered the Local Municipality's plan of consultation meetings. In some venues we even considered to conduct consultation meeting jointly with the Local Municipality in order to ensure effective Public Participation.

The areas that we selected to conduct consultation meetings on them were mostly rural but ensured easy access for all community members to take part. Transport arrangements, in a form of buses and taxis were made for those who lived afar from the venues. The days and times chosen for the meetings also ensured maximum attendance of most community members.

5.5.4 Public Notification and Mobilization

A vigorous communication and information dissemination campaign aimed at reaching out to all the communities of Amajuba District Municipality was undertaken and the following means of communication and mobilization were utilized:

- Notices pamphlets distribution at local schools, shops and crowded areas.
- Loud hailing and mobilization through Ward Public meetings, War rooms and Ward Committees.
- Advertising schedule of meetings on Local Newspapers i.e. Newcastle Advertiser and Isibani newspaper.
- Frequent slot advertisement and Mayoral interviews on local Newcastle Community Radio station

5.5.5 Presenting of IDP/Budget

The main objective of the presentation was to get inputs from communities which would culminate into priorities that will ultimately be consolidated into Amajuba District Municipality's IDP and be budgeted for. The other objective was to educate our communities on how they should be involved in the process of decision making of the District/local municipality.

5.5.6 Summary

Areas And Stakeholders Groups

- Dannhauser,
- Emadlangeni,
- Newcastle (Ingogo),
- Traditional and religious leaders

Themes that come from IDP and budget road shows/public participation from the following areas:

Table 8: Summary Inputs from road shows May 2015

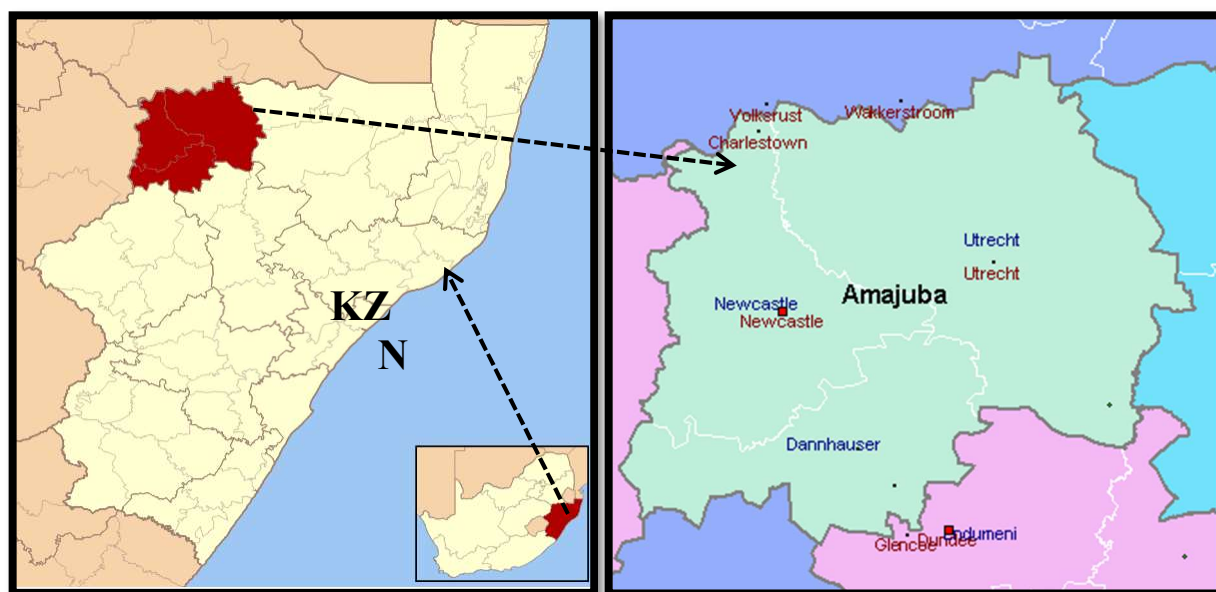
Bursaries and learner ships	Infrastructure Maintenance	Secure pay points for grants
Need for water and sanitation	Need for electricity	Efficiency of water tanker
I.D documents	Formal community structures: Senior Citizen Forum	Provision of basic services for farm dwellers
Housing		
Upgrading of roads	Walking bridges	Construction of schools
Schools and Scholar Transport	Improved Disaster Management	Land for agricultural uses including grazing
Youth skills and development	Satellite offices for: SAPS plus visible policing, Dept Home Affairs	Speed humps
Job opportunities		Development of Clinic and improving health care services

The Draft IDP/Budget 2015/16 road shows were held on 6- 12 May 2015 within various areas of the district. These road show were aimed at presenting the draft Budget 2015/16.

6. DISTRICT MUNICIPALITY OVERVIEW

6.1. Location

Map 1 – Spatial Locality of ADM

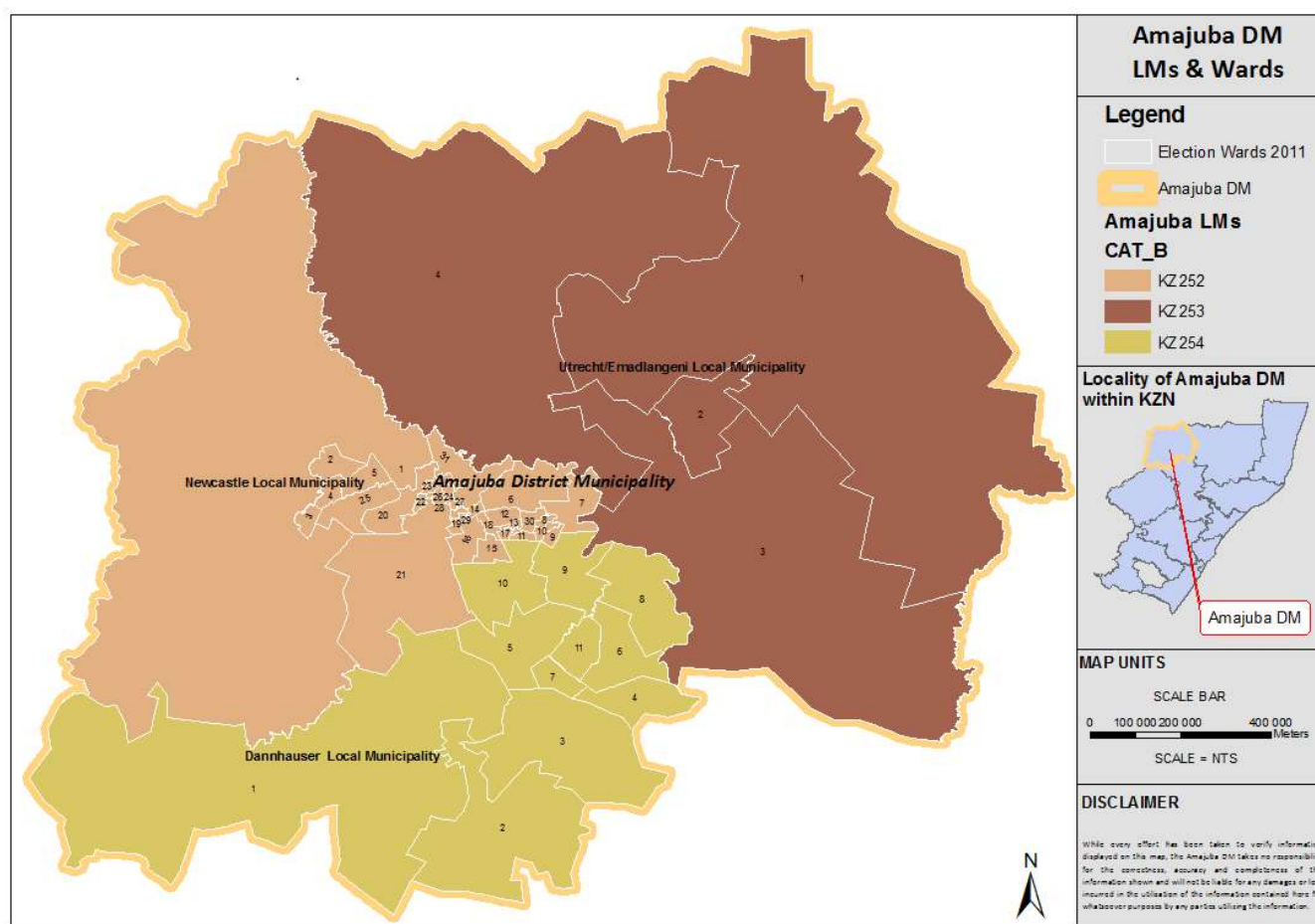


Source: ADM LEDS

6.1.1. Locality

Amajuba District Municipality (ADM) is located to the north-western corner of the KwaZulu- Natal Province. It comprises of Newcastle, Emadlangeni and Dannhauser local municipalities. The main transportation routes linking the district to its surroundings, is the N11. This is also an alternative route to Johannesburg from Durban. The R34 bisects the district in an east-west direction and provides a linkage from the port city of Richards Bay to the interior. The district has a total surface area of 6 910 km², it is divided into Newcastle Municipality which occupies 1 855 km², Emadlangeni Municipality which has a surface area of 3539 km² and Dannhauser Municipality which occupies 1516 km².

Map 2 – ADM per municipal ward



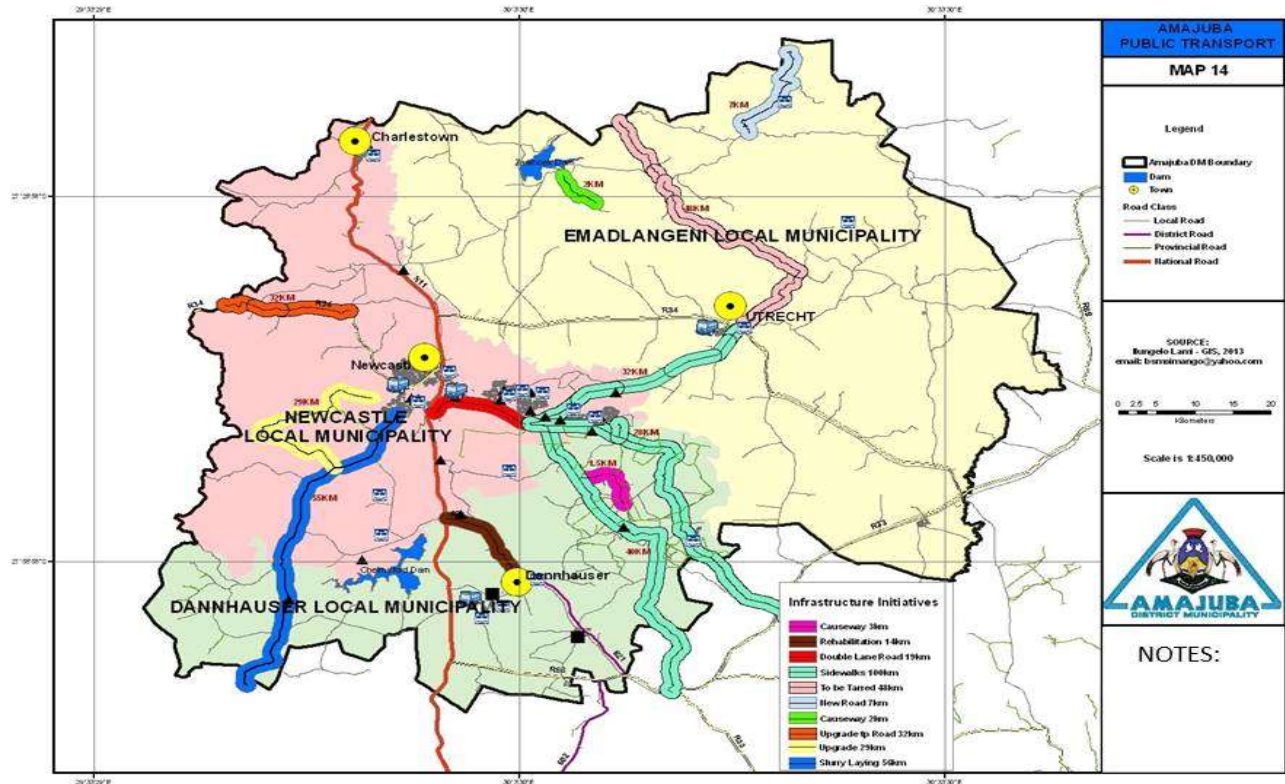
It comprises of a total population which is estimated at 499 839 people who are accommodated on 110 963 households. Newcastle has the highest population which is estimated at 363 236 people (84 272 households) followed by Dannhauser 102 161 people (20 439 households) and Emadlangeni with 34 442 people (6 252 households).

6.1.2. Regional Access

The geographic location of Amajuba District Municipality along the border of KwaZulu-Natal, Free-State and Mpumalanga Provinces establishes the area as gateway (entry and exit) point to these provinces. The main transportation routes linking the District to its surroundings includes the N11 which is the alternative route to Johannesburg from Durban, and the rail line which is the main line from the Durban harbour to Gauteng. The R34 also bisects the District in an east-west direction and provides a linkage from the port city of Richard Bay to the interior. The

P483 provincial road forms the major access road from Newcastle to Madadeni, Osizweni and Utrecht all located to the east of Newcastle.

Map 3 – ADM Road Network



6.1.3. Regional Context

Amajuba is administratively located within KwaZulu-Natal, However it is geographically positioned within space economy of four provinces which are Free-State, Mpumalanga, KwaZulu-Natal and Gauteng. This is due to its proximity in relation to the economic trading hubs of these provinces. The distance from the Amajuba to the major economic hubs within these provinces indicates that it is 144km away from Harrismith (Free-State), 152km from Ermelo (Mpumalanga), 259km from Pietermaritzburg (KwaZulu-Natal), 291km from Johannesburg (Gauteng) and 339km from Durban (KwaZulu-Natal). The position and role of the Amajuba in the regional space economy is tightly interlinked with these four provinces since the area have strong functional linkages. The challenge is to ensure that the area benefit from trading and undertaking commerce activities with these economic hubs as opposed to being a peri-pheral to the economy of these regions.

It comprises of a total population which is estimated at 499 839 people who are accommodated on 110 963 households. Newcastle has the highest population which is estimated at 363 236 people (84 272 households) within 31 ward followed by Dannhauser 102 161 people (20 439 households) within 11 wards and Emadlangeni with 34 442 people (6 252 households) within 4 wards.

6.1.4. Local Municipalities

Newcastle urban complex

The town of Newcastle comprises of three components which are Newcastle West, a central industrial area, MBO complex (Madadeni and Osizweni) to the east. An urban edge has been determined around this entire complex within which it is proposed that all future urban development takes place in order to integrate, densify and diversify it as well as to limit the loss of high yield agricultural land.

Dannhauser town

Dannhauser town, encompassing the Emafusisini and Durnacol areas is the seat of Dannhauser Local municipality. It is classified as a town in the SDF and has since become a somewhat dilapidated rural town with aging infrastructure, poorly maintained roads, and lack of aesthetic appeal. The town consists of one main street, and the main shops are the post office, bank, chemist and some grocery and hardware stores. The residential component of the town has also been subjected to urban decay and the former glory of its beautiful vintage architectural buildings has since been lost.

Utrecht town

Utrecht town is the main administrative centre for Emadlangeni Municipality. It is located at the foothills of Balele Mountains and into was incorporated in the former Colony of Natal. The layout of the town is a simple grid-iron with a commercial centre (CBD) at the centre of it and residential/ dwelling uses around it. Similar to Dannhauser, the town is dilapidated with aging infrastructure and lack of aesthetic appeal.

6.2. Demographic Indicators

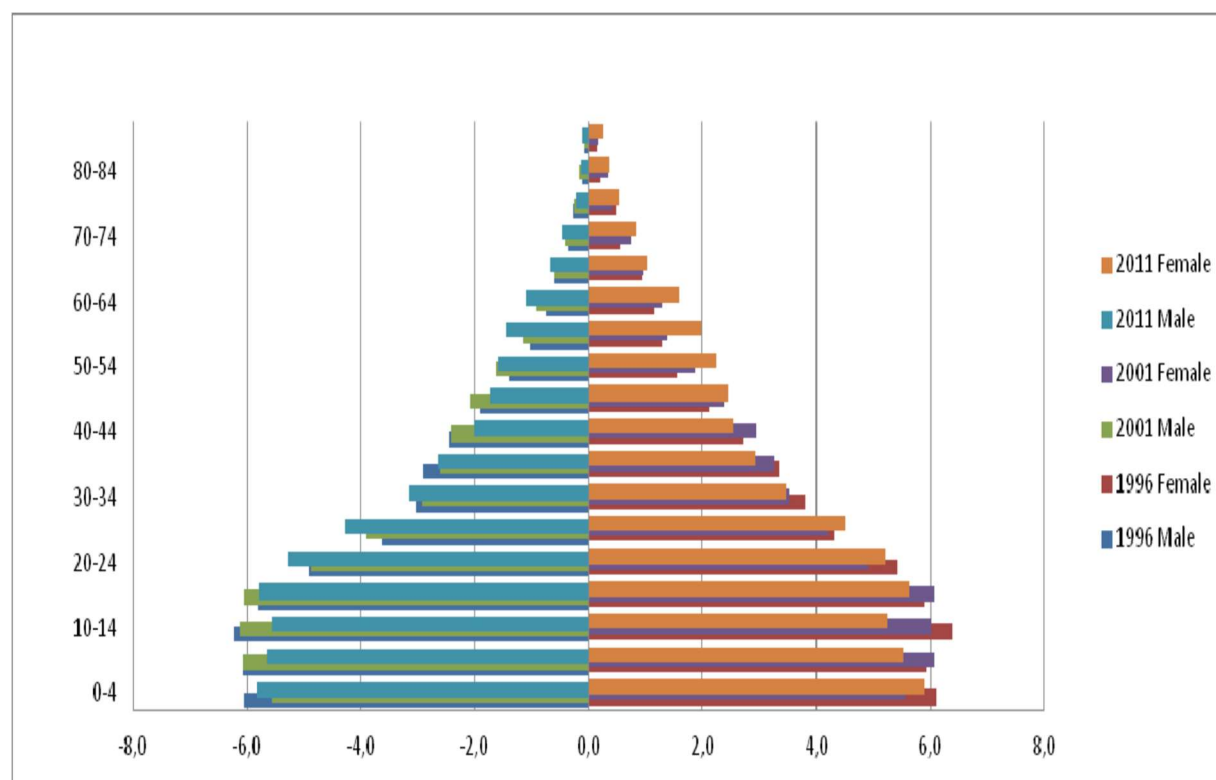
Demographic indicators could include population size, population growth rate, crude birth rate, crude death rate, total fertility rate, life expectancy and infant mortality. As well, it would include estimated and projected gender and age distributions according to medium, high, low and constant fertility variants. In short, demographic changes affect all areas of human activity: economic, social, cultural and political.

Demographics can play a crucial role in understanding past trends and in preparing for future developments and policies. Furthermore, understanding demographic developments can provide important explanations of observed economic and social trends. Consequently, demography becomes an important ingredient in public policy analysis and development.

6.2.1. Population Size

The municipality with the department of Health work together in various campaigns on health issues. The department of Transport is also continuously making efforts to reduce the carnage on the roads by rolling out programme directed at reckless driving and reducing un-roadworthy vehicles on our roads. These programmes mentioned are just a few strategies targeted at ensuring long livelihoods for our communities and creating safe and healthy environments.

Figure 2: Distribution of population by age and sex, Amajuba District - 1996, 2001 and 2011



Source: census 2011

Viewing the Pyramid the graph clearly outlines that the District has a population structure that is normal for developing regions. However in comparison to previous years, the pyramid shows a decline in the age cohort 20-24 and below. This can be due to various factors which cannot be mentioned on the basis of assumptions, but will require a full analysis to determine the cause of this decline. At the tip of the pyramid there is evidence that there life expectancy is increasing which is generally a good indication as it translates that there are improvements in health and the general livelihood of the residence in the ADM.

The table below provided a detailed synopsis on the changes within the ADM in terms of the growth of the population. When looking at the growth rate between 1996 -2001 and then 2001 – 2011 it is evident that the population has regressed. The regress in the growth of the population can be caused by a combination of factor commonly death and migration.

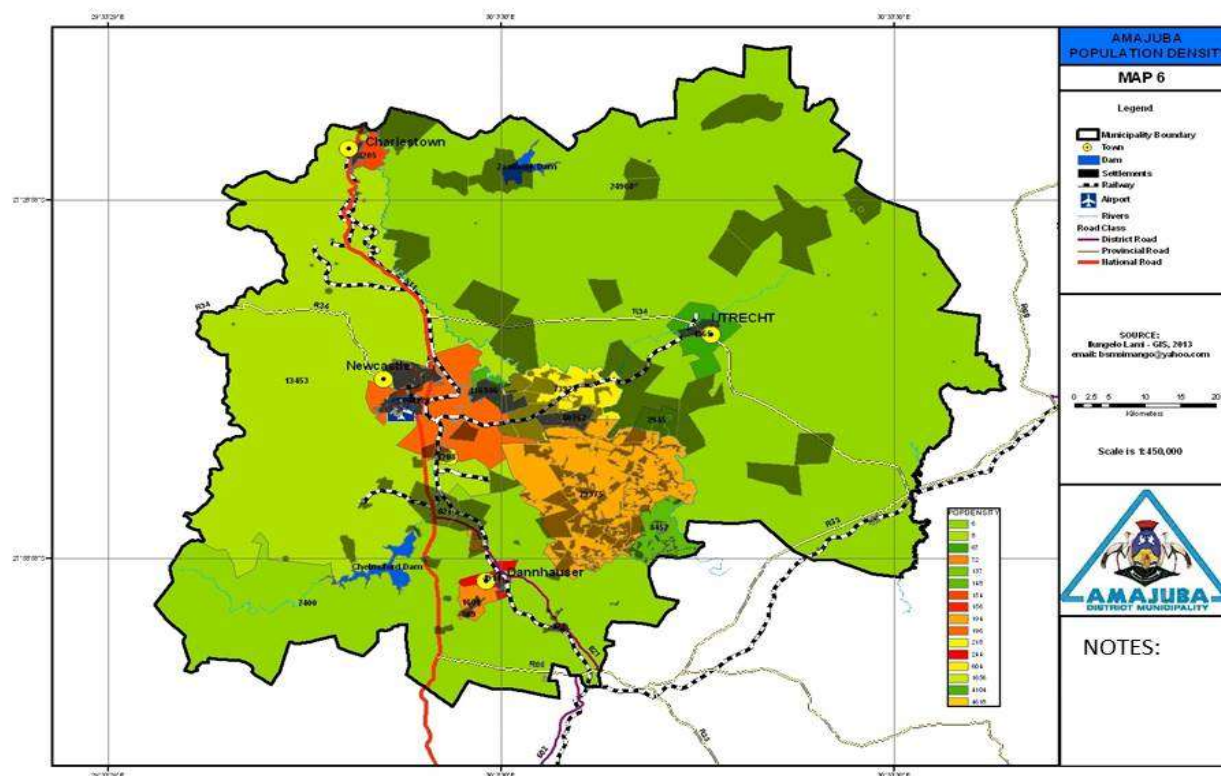
The table below provides the total population per local municipality within the ADM jurisdiction.

Table 9: Population Size

Population size and Distribution						
Municipality / Year	Newcastle LM	Emadlangeni LM	Dannhauser LM	Amajuba DM	Growth Rate	
1996	283939	23530	98424	405893		
2001	332981	32277	102779	468037	1996 - 2001	2001 - 2011
2011	363236	34442	102161	499839	2,6	0,7

Statistics SA – Census 2011 municipal Report no 03-01-53

Map 4: Population density



In comparison to surrounding District municipalities Amajuba has the least population as depicted below. Many factors contribute to the population size as explained, it is important in this regard to also take into account the geographical local of the other districts and also the economic activities.

Gert Sibande in Mpumalanga has a population of 1 043 194 followed by Zululand DM 803575, Thabo Mofutsanyane in the Free State with a population of 736238, UMzinyathi 510838, uThukela 668 848, and then the ADM with a population of 499839.

6.2.1.1. Population Distribution

With the evident regress in population growth Newcastle Local municipality has 73% of the population with the ADM followed by Dannhauser and then Emadlangeni. This distorted distribution of the population is caused by the large economic activities taking place in Newcastle. Dannhauser and Emadlangeni are more rural areas with minimal industries whereby agricultural actives dominate.

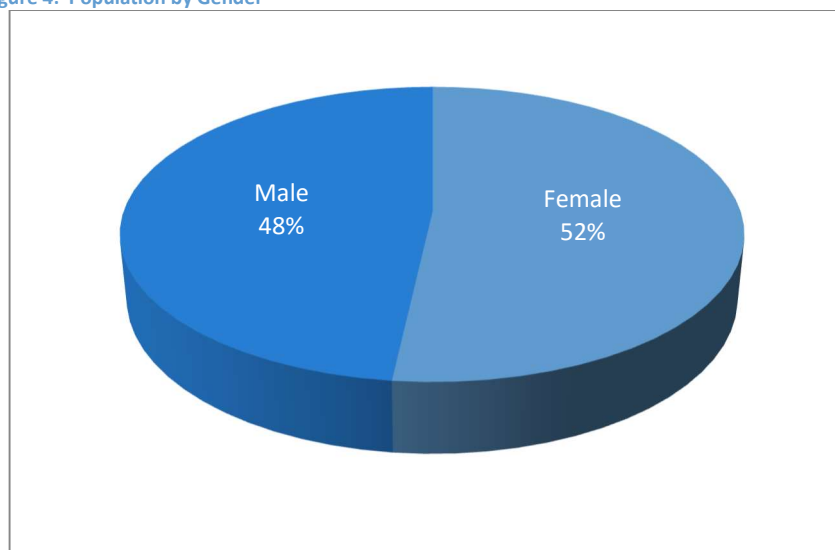
Figure 3 – Population size and distribution

Population size and Distribution				
Year / Municipality	Newcastle Lm	Emadlangeni Lm	Dannhauser LM	Amajuba DM
1996	70%	6%	24%	100%
2001	71%	7%	22%	100%
2011	73%	7%	20%	100%

Statistics SA – Census 2011 municipal Report no 03-01-53

6.2.1.2. Population Composition – Gender and Race

Figure 4: Population by Gender



<http://interactive.statssa.gov.za/superweb/login.do>

The table below provides information on the gender profiles for the population under the ADM jurisdiction. There has been steady growth between both genders with the females dominating the population by 52%. This type of structure in gender composition is very common within developing countries and in this case also regions. This is mainly caused by migration; even in this day and time when women are economically active it is found that men are more prone to migrating to other places to seek employment of better wages.

Table 10: Population Composition

Population by Gender					
Gender	Year	Newcastle Lm	Emadlangeni Lm	Dannhauser LM	Amajuba DM
Male	1996	132840	12602	47852	193294
	2001	157171	18323	48661	224155
	2011	172846	17486	48380	238712
Female	1996	151099	10928	50572	212599
	2001	175810	13954	54118	243882
	2011	190390	16956	53781	261127

Statistics SA – Census 2011 municipal Report no 03-01-53

The table above also serves to validate that the increase in woman headed households can be substantiated by the larger number of females in the region amongst other factors.

The table below shows the population composition by race, the African race dominates the population of the ADM follows by the white race. The Asian race group forms a significant role in the population followed by the Coloured race.

Table 11: Population Groups

Population Groups					
Group / Municipality	Year	Newcastle Lm	Emadlangeni Lm	Dannhauser LM	Amajuba DM
African	1996	247684	21191	94182	363057

	2001	302578	29265	99757	431600
	2011	335142	32001	99650	466793
White	1996	23262	1969	2236	27467
	2001	18030	2338	1104	21472
	2011	14275	1968	787	17030
Asian	1996	10852	21	1840	12713
	2001	10129	72	1725	11926
	2011	11686	42	1439	13167
Coloured	1996	2140	349	166	2655
	2001	2244	602	193	3039
	2011	2733	431	285	3449

Statistics SA – Census 2011 municipal Report no 03-01-53

The table below provided detailed data on the population within the ADM as it zooms in to the age categories within the various age cohorts from age groups 0 – 75 and above. A population pyramid will clearly indicate that the population structure in terms of age cohorts is typically one of a developing region which still faces challenges in child mortality and early death within the youth mainly between age groups 15-34. In the Census conducted in 2011 there is a difference of about 80000 in the two age cohorts 15 –34 and 35 – 54. This is an indication that there are social ill that are existing that cause for this discrepancy or that a huge number of people migrate within this age group. An in-depth study has to be conducted in order to determine the real cause in this gap as it has economic implications.

Table 12: Population composition by Age

Population Composition by Age						
Municipality	Year	0 - 14	15 -34	35 - 54	55 - 74	<75
Newcastle LM	1996	100192	106998	54645	18696	3404
	2001	112833	124821	66684	24270	4374
	2011	116960	138402	69168	33019	5688
Emadlangeni LM	1996	9200	8204	4132	1668	327
	2001	11350	12478	6296	2566	588
	2011	12348	12074	6243	3119	657
Dannhauser LM	1996	40078	34189	15859	6758	1539
	2001	41675	34459	16817	8105	1724
	2011	39066	36231	15565	9446	1852
Amajuba DM	1996	149470	149391	74636	27122	5270
	2001	165858	171758	89797	34941	6686
	2011	168374	186707	90976	45584	8197

Statistics SA – Census 2011 municipal Report no 03-01-53

6.2.2. Employment Status

Labour market changes have an influence in the economic performance and growth of the country. Inherently, there is a positive relationship between employment and higher economic growth, and the opposite is expected between lower economic growth and unemployment rate. It is expected that as the economy gains strength, employment is likely to increase and if the economy decrease employment is likely to decrease. However, SA Africa is faced with high levels of unskilled labour which is unemployable. Therefore the government has created various strategies such as learnership

programmes, FET colleges, SETA and many other strategies for skills development. The Skills creation programme is also aiming at addressing the unequal distribution of wealth in the country (KZN Treasury, 2013/14).

6.2.2.1. Employment

According to Stats SA (2014), the total number of people employed continues to increase despite the changes in the labour market. Employment increased by 39 000 between quarters one and two of 2014, while unemployment increased by 87 000 resulting in an increase of 126 000 persons in the labour force. Consequently, official unemployment rate increased by 0.3 of the percentage point to 25.5 per cent in the second quarter of 2014. The expanded unemployment rate reached 35.6 per cent in second quarter of this year.

6.2.2.2. Employment trends in KZN

According Stats SA (2014), the total number of people employed, declined by 47 000 or 1.8 per cent, quarter-to-quarter in KZN during the second quarter of 2014. Stats SA (2014) further indicates that year-on-year employment, however increased by 1.7 per cent between the second quarter of 2013 and quarter two of 2014. Table 8 shows that the total number of people employed in the province increased from the approximated 2 million in 2003 to 2.4 million in 2013. This represented a robust annual average growth rate of 2.9 per cent between 2003 and 2006, which unfortunately dropped to 1.5 between 2006 and 2013

In Amajuba the total number of people employed increased slightly by an average annual growth rate of 1 per cent between 2003 and 2006. This however contracted by an average 0.4 per cent between 2006 and 2013. This trend is pertinent in both Newcastle and Emadlangeni, while Dannhauser maintained slight average annual growth rates over the periods (Table 13).

Table 13: Employment trend, 2003 to 2013

	2003	2006	2013	Average Annual Growth Rate (%)	
				2003 to 2006	2006 to 2013
KwaZulu-Natal	1 976 293	2 150 256	2 392 337	2.9	1.5
Amajuba	88 352	90 952	88 195	1.0	-0.4
Newcastle	63 817	65 447	63 149	0.8	-0.5
Emadlangeni	14 025	14 830	13 806	1.9	-1.0
Dannhauser	10 510	10 675	11 240	0.5	0.7

Source: Global Insight, 2014

6.2.2.3. Employment by Sector

Stats SA (2014) indicates that, the 403 000 increase in the number of people employed nationally during the second quarter of 2014 was largely due to increases observed in the *community & social service, trade and private household* which rose by 265 000, 92 000 and 75 000 respectively. In KZN, tertiary sector plays a vital role in job creation, thereby contributing an estimated 72.3 per cent of the total employment in the province in 2013. The largest proportion, constituting of about a third of all these jobs was from government. This was followed by trade at 13.6 per cent, mainly due to *wholesale, retail trade & hotels & restaurants*. Finance (10.5 per cent) and private households (12.3 per cent) are also critical contributors to employment in the province (Table 14).

The secondary and primary sectors contributed 19.1 per cent and 8.6 per cent respectively. Manufacturing is the key driver of employment in the secondary sector at 9.9 per cent, followed closely by construction at 8.3 per cent in 2013. Within manufacturing *automobiles and textiles* are the main *sub industries* contributing significantly in employment (Table 14).

Table 14: Employment by industries, 2013

	KwaZulu-Natal	Amajuba	Newcastle	Emadlangeni	Dannhauser
Primary Sector	5.3	5.3	6.2	5.1	8.6
Agriculture	4.2	4.2	3.7	2.6	6.2
Mining	1.1	1.1	2.5	2.5	2.4
Secondary Sector	22.2	22.2	18.4	18.6	19.1
Manufacturing	15.4	15.4	12.3	12.9	9.9
Electricity	0.4	0.4	0.7	0.7	1.0
Construction	6.4	6.4	5.4	5.1	8.3
Tertiary Sector	72.4	72.4	75.4	76.3	72.3
Trade	16.2	16.2	16.8	17.8	13.6
Transport	5.9	5.9	3.8	3.5	6.3
Finance	15.3	15.3	10.6	10.8	10.5
Community services	24.0	24.0	35.2	36.8	29.6
Households	11.1	11.1	9.1	7.4	12.3

Source: Global insight, 2014

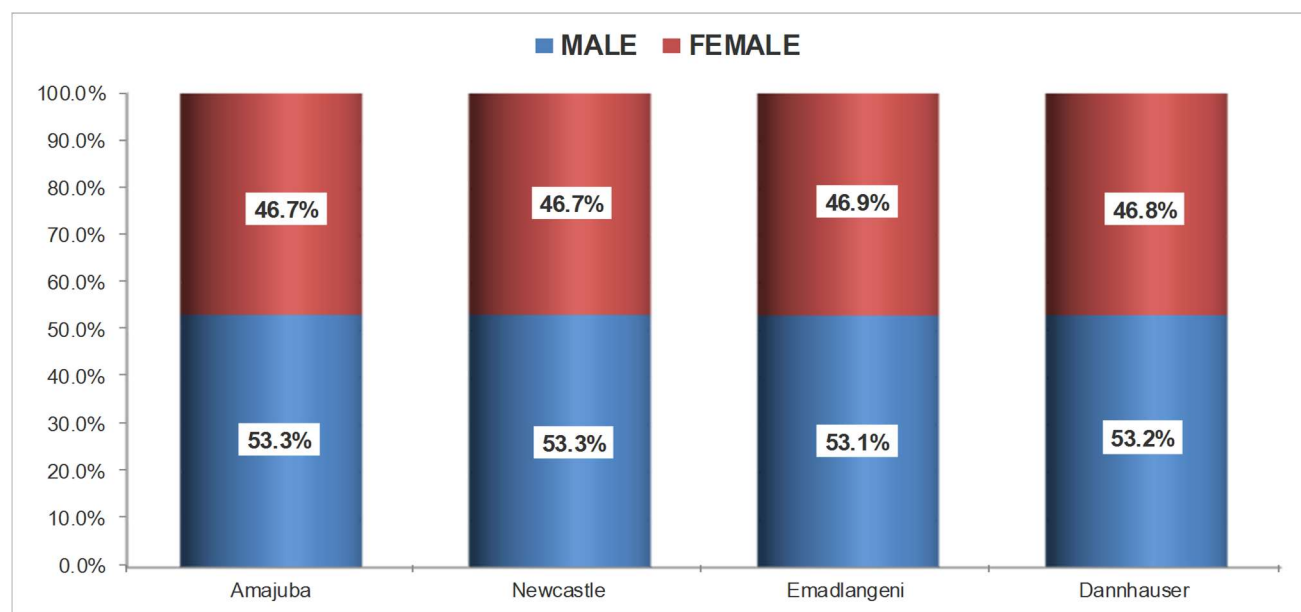
Table 14 further indicates that most employment in Amajuba is created by comes by government at 24 per cent, followed by trade, manufacturing and finance with 16.2 per cent, 15.4 per cent and 15.3 per cent respectively. Newcastle and Emadlangeni both have the comparative advantage in trade. Government is the predominant employer across municipalities in the Amajuba.

1.1 Unemployment

Unemployment is a major problem in South Africa. It not only affects an individual's living standards but it cripples the economic growth of the country. It contributes to the quick loss of skills and knowledge through disuse; it is also a contributing factor in inequality of income distribution (Barker, 1998). According to Stats SA (2014), Employment declined by 39 000 in the agricultural industry and by 24 000 in the formal sector, thereby making the number of unemployed persons to increase by 87 000.

It is through macroeconomic problems such as unemployment that government has developed strategies including among others New Growth Path, Industrial Development Strategy, Industrial Policy Action Plan and Special Economic Zone. All these strategies aim at among others, curbing of unemployment rate (KZN Treasury, 2014). The objective of New Growth Path is to place jobs and decent work at the centre of economic policy, to target at most 5 million jobs by 2030.

Figure 5: Unemployment by Gender, 2013



Source: Global Insight, 2014

Figure 5 compares unemployment rate by gender in Amajuba and its local municipalities in 2013. The level of unemployment rate was relatively the same in the local municipalities across the district, with a minimal difference, for both males and females. Within the district, unemployed for females was much lower compared to their male counterparts in 2013. This is partly due to the encouragement of females to enter the labour market, than in the olden days where females were supposed to be house wives and men to be the only people who are active economically.

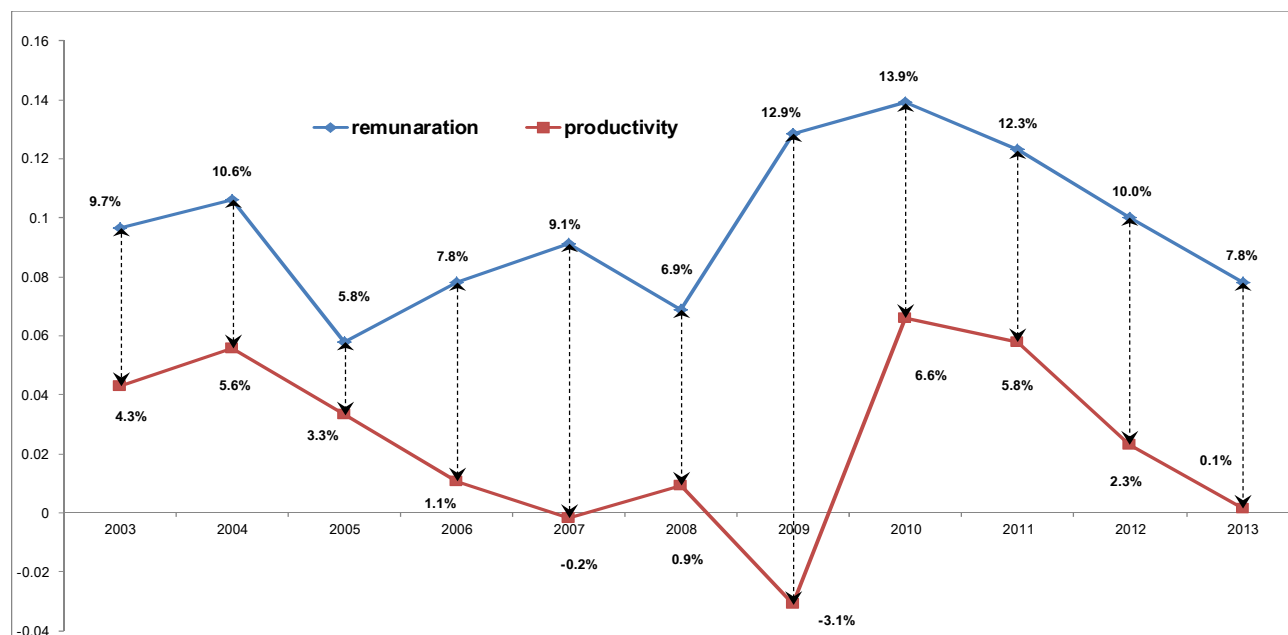
1.2 Labour Productivity

Productivity is the relationship between real output and quantity of input used to produce that output. According to Barker (1998), productivity of human resources determines their wages and does not only supports their higher levels of income, but also allows the creation of the national income that is taxed to pay for public service which in turn boost the standards of living. Improved skills and better working conditions leads to improved productivity.

Labour cost and productivity can be said to have a homogeneous relationship, increase in productivity is normally rewarded with an increase in remuneration. The more human capital is compensated the more they will be productive there by productivity levels are increased. Productivity and remuneration can be also said to have a heterogeneous relationship, whereby if the employees are paid less than what they deem to be fair, labour productivity will decrease (KZN Treasury, 2013/14).

As correctly pointed out by the Department of Labour (2014), investors are chased away due to unproductive labour. This sentiment is also expressed by the Business Times (2014), arguing that if wages go up and there is no link to efficiency, labour cost goes up, productivity goes down, the economy becomes less and less competitive internationally and locally. It is therefore evident in Figure 6 below that the labour productivity in Amajuba is also a challenge. This may be due to many factors such as lack of skills, literacy rate, experience and many more.

Figure 6: Productivity and Remuneration Trend Analysis, 2002 to 2013



Source: Global Insight, 2014

Figure 6 shows the productivity and remuneration of labour trends in Amajuba during the period 2002 to 2013. From 2002 to 2013, remuneration has been exceeding productivity in Amajuba district. Remuneration that outpaces labour productivity plays a role in suppressing employment creation and hampers the district's, provincial and national competitiveness, thus crippling the economic growth of the country.

In 2009 there was a huge gap between remuneration and productivity, such that productivity went down to -3.1 per cent and remuneration was at 12.9 per cent, which showed a serious inefficiency in the labour force of Amajuba district. It picked up in 2010 but still the inefficiency was there. From 2009 to 2013 the remuneration percentage kept on decreasing.

6.2.3. Human Development Indicators

Human Development Indicators play a crucial role in assessing the developmental state of a country, region or a local community. Human Development Indicators include:

- Human Development Index
- Gini Co-efficient
- Poverty index

In a regional and local context these indicators play a crucial role in identifying economic development as well as social development. The combination of these indicators also seeks to translate the living conditions, life expectation, inequality rates and also economic development amongst other developmental issues.

6.2.3.1. Human Development Index

The Human Development Index (HDI) is a statistical tool used to measure a country's overall achievement in its social and economic dimensions. Calculation of the index combines four major indicators: life expectancy for health, expected years of schooling, mean of years of schooling for education, and Gross National Income per capita for standard of living. HDI is used to keep track of the level of development of a country, as it combines all major social and economic indicators that are responsible for economic development.

Table 15: HDI for Districts in KZN - 2004

Ranking	District Municipality	HDI
11	Umkhanyakude	0.40
10	Zululand	0.44
9	Sisonke	0.44
8	Umzinyathi	0.46
7	Uthukela	0.48
6	Uthungulu	0.50
5	Ilembe	0.50
4	Ugu	0.50
3	Amajuba	0.55
2	Umgungundlovu	0.59
1	Ethekwini	0.66

Source: Central Policy Unit Document on Informa-Bits 2003 (Jan 2004) (Office of the Premier KZN)

This index covers life expectancy, Inequality rates and social development. Amajuba's HDI is 0.55 which is considered more developed compared to other districts like Umkhanyakude, Umzinyathi, Zululand, Ilembe and Ugu whose HDI is 0.5. However, global insights show a decline in Amajuba HDI to 0.52 in 2008. The poverty rate for Amajuba District is 56.3% (Newcastle, 47.6%, Emadlangeni 80.7% and Danhauser, 78.6%). Emadlangeni has the highest poverty rate and Danhauser has the lowest HDI (0.39, Emadlangeni is, 0.40 and New Castle is 0.56).

Global Insight figures for 2008 show a decline in the index for Amajuba to 0.52. The table below reflects the HDI figures and poverty rates for the district and the three local municipalities.

Table 16: Human Development Index & Poverty Rates in Amajuba District – 2012

	Amajuba	Newcastle	Emadlangeni	Dannhauser
HDI	0.52	0.56	0.40	0.39
Poverty Rate	56.3%	47.6%	80.7%	78.6%

Source: Global Insight 2012

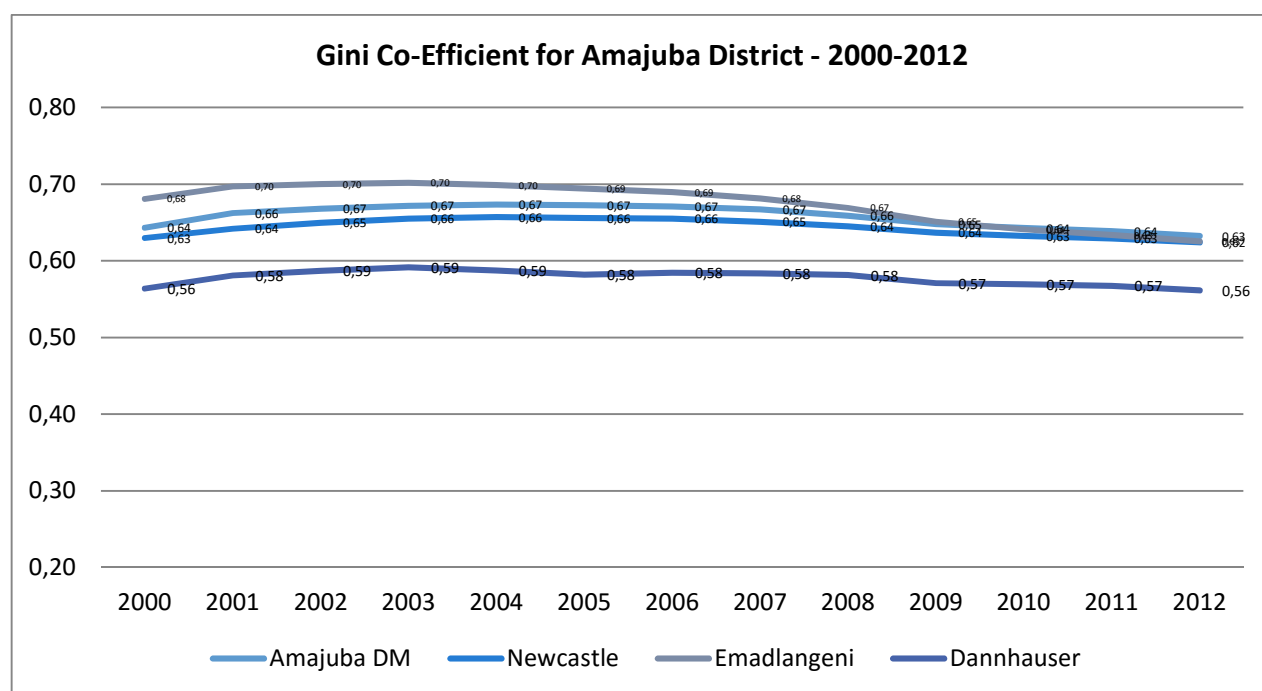
The information above reflects that the highest poverty rates (percentage of people in poverty) in the District are in the eMadlangeni and Dannhauser Local Municipalities (80.7% and 78.6% respectively). Of these two localities, Dannhauser has the lowest HDI (0.39).

6.2.3.2. Gini Co-Efficient

The Gini coefficient is commonly used as a measure of inequality of income or wealth. The Gini co-efficient ranges from 0 to 1 - where a low Gini coefficient indicates a more equal distribution (with 0 corresponding to complete equality); while higher Gini coefficients indicate more unequal distribution, (with 1 corresponding to complete inequality).

The highest level of inequality between 2000 and 2012 within the Amajuba District is found in the Emadlangeni Local Municipality. In 2012, Dannhauser had the lowest level of inequality at 0.56, indicating a comparatively more equal distribution than the other localities.

Figure 7: Gini Co-Efficient for Amajuba



6.2.3.3. Poverty and Equality

The KZN Provincial Treasury released the KZN Multiple Deprivation Index in 2011. The index is based on income levels, employment levels, health, education, access to services, and crime rates. Each local municipality is allocated a score for each of the indicators, which are then totaled in order to derive the deprivation index for each locality. Fifty one local municipalities in KZN were analysed, and then ranked in ascending order - from 1 (highest level of deprivation) to 51 (lowest level of deprivation).

The table below lists the rankings for each local municipality within Amajuba District Municipality according to each indicator, and provides the final ranking of each locality against the other municipalities within the province.

Table 17: KZN Multiple Deprivation Index - 2011

	Income	Employment	Health	Education	Living Environment	Crime	Final Ranking
Newcastle	45	50	11	45	45	30	49/51
Emandlangeni	20	19	5	36	36	29	21/51
Dannhauser	3	8	44	21	16	28	11/51

Source: KZN Provincial Treasury, 2011

Dannhauser has the highest levels of deprivation within the District, ranked 11 out of the 51 municipalities in the province. Newcastle has the lowest levels of deprivation and ranks more favourably within the district and provincial context (49/51).

6.3. Socio – Economic Indicators

6.3.1. Income and Dependency Profile

The table below reflects annual household income figures for the Amajuba District and its constituent local municipalities. The figures indicate low annual household income figures for the District in 2011, with about 70% of the

population earning below R38 200 per annum (approximately R3 200 per month). In Dannhauser and Newcastle, the majority of their local households earn below R19,600 per annum (i.e. R1 600 per month). For Emadlangeni, the majority of the population (25%) earn up to R38 200 per annum.

Table 18: Annual Household Income by Local Municipality - 2011

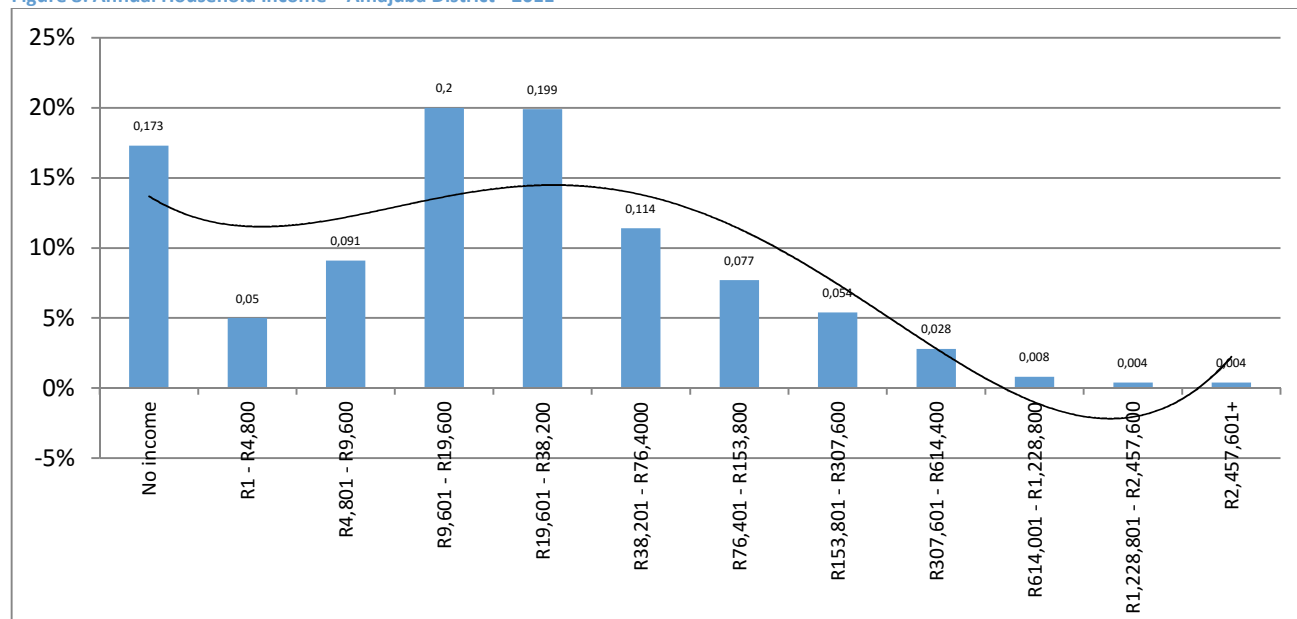
Income	Dannhauser	Emadlangeni	Newcastle	Amajuba
No income	17,0%	11,6%	18,0%	17,3%
R1 - R4,800	5,3%	3,6%	5,1%	5,0%
R4,801 - R9,600	10,3%	10,1%	8,7%	9,1%
R9,601 - R19,600	23,9%	20,8%	19%	20,0%
R19,601 - R38,200	23,4%	25,0%	18,6%	19,9%
R38,201 - R76,4000	11,7%	14%	11,1%	11,4%
R76,401 - R153,800	4,9%	7,6%	8,5%	7,7%
R153,801 - R307,600	2,2%	4,1%	6,5%	5,4%
R307,601 - R614,400	1,1%	2,5%	3,3%	2,8%
R614,001 - R1,228,800	0,1%	0,3%	0,8%	0,8%
R1,228,801 - R2,457,600	0,1%	0,3%	0,2%	0,4%
R2,457,601+	0,1%	0,1%	0,2%	0,4%

Source: Statistics SA, Census 2011

About 19, 385 of the households in the district have no income at all. Of the households that do get income, most fall within the lower income brackets i.e. 22, 210 households fall within an income bracket of R 9601 - R 19 600 per annum which translates to about R 3,183 before tax. There are only about 210 households falling on the highest income bracket of over R2 mil per annum. The fact that most households fall within the lower income brackets indicates that the affordability levels in the ADM are significantly low. At the local municipality level, the number of households with no income ranges between 722 in the case of the eMadlangeni LM to as much as 15196 in the Newcastle LM. Dannhauser was sitting at 3468 households without income. In the case of Dannhauser LM, this is a very high percentage considering the number of households in that local municipality. This basically highlights the prevalence of poverty in the area associated with not getting any form of income.

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Figure 8: Annual Household Income – Amajuba District - 2011



Source: Statistics SA, Census 2011

In Amajuba district, 70% of the population earn below R38 200 per annum (approximately R3 200 per month). In Dannhauser and Newcastle, the majority of their local households earn below R19, 600 per annum (i.e. R1 600 per month). For Emadlangeni, the majority of the population (25%) earn up to R38 200 per annum.

The dependency ratio measures the proportion of the population outside of the labour force (i.e. proportion of the population between the ages 0-14 years and over 65 years) that is dependent on the economic activity of those working (i.e. population between the ages 15-64 years). The dependency ratio can be interpreted as a crude measure of poverty – insofar as it reflects the number of people in the labour force sustaining dependents i.e. the young and old population. The table below highlights the dependency rates for the district for 2001 and 2011.

Table 19: Dependency Rates for Amajuba District – 2001 & 2011

	2001	2011
Population 0-14 years	165 858	168 374
Population 65 years+	19 389	23 271
Dependent population	185 247	191 645
Population 15-64 years	282 789	308 194
Dependency ratio	65.5%	62.2%

Source: Statistics SA, Census 2001 and 2011

The District has seen a decline in the dependency rate from 65.5% in 2001 to 62.2% in 2011. However, when interpreted in conjunction with the low income levels of households/people employed, the figures reflect that the high proportion of the population below the age of 14 years and above 65 years, place an additional burden on the economically active population within the district.

6.3.2. Households and Services

6.3.2.1. Total households with average h/h size

The number of households over the years has increased; looking at the table below it is evident that the numbers of households in the ADM have almost doubled between 1996 and 2011. Contrary to the doubling of the number of households and the increase in the population the house hold size have decreased which is an indication that families are breaking away from each other which is also an indication more people are sustaining themselves.

Emadlangeni LM has the least households by the highest household average for 2011 which is typical for a rural area with little services available.

Figure 9: Total households

Households			
Municipality	Year	Number of households	Average Household Size
Newcastle LM	1996	55217	5,1
	2001	71164	4,6
	2011	84272	4,2
Emadlangeni Lm	1996	3378	6,2
	2001	6187	4,7
	2011	6252	5,2
Dannhauser LM	1996	15555	6,2
	2001	19320	5,3
	2011	20439	4,9
Amajuba DM	1996	74150	5,4
	2001	96671	4,7
	2011	110963	4,4

Statistics SA – Census 2011 municipal Report no 03-01-53

6.3.2.2. Dwelling typologies

When Census was first conducted there was a larger number of informal dwellings which did not adhere to the objectives of the South African Constitution mainly to provide safe environments and quality housing. The Department of Human Settlements together with the local municipalities have continuously worked in ensuring that all communities have access decent housing. A significant amount of work has been done to do away with informal settlements and unsafe structures with the achievements to date there is still more that needs to be done.

The table below highlight the number of households as per the dwelling typology.

Figure 10: Dwelling typologies

Dwelling Typologies				
Municipality	Year	Formal Dwelling	Informal dwelling	Traditional Dwelling
Newcastle LM	1996	44924	6864	2944
	2001	59423	6851	4649
	2011	76792	4459	2642
Emadlangeni Lm	1996	1395	42	1912
	2001	2836	184	2981
	2011	3644	148	2409
Dannhauser LM	1996	7860	364	7162
	2001	12895	598	5799
	2011	16905	493	2898
Amajuba DM	1996	54179	7270	12018

	2001	75154	7633	13429
	2011	97341	5100	7949

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6.3.2.3. Access to water

The table below contains data on the access to water by type, access by yard connections, Communal taps or no access to pipe water. People without pipe water use boreholes or services provided by both local municipalities and the DM by the water tanker service. From the figures below it is evident that there is progress in terms on ensuring that water is accessible to the communities.

Figure 11: Households by access to water

Households by access to water					
Type of access	Year	Newcastle LM	Emadlangeni LM	Dannhauser LM	Amajuba DM
Yard Connections	1996	37765	1257	2578	41600
	2001	43886	1947	2798	48631
	2011	71635	2410	10175	84220
Communal Connection	1996	9835	117	4781	14733
	2001	18175	1154	7693	27022
	2011	9347	1260	7595	18202
No access to piped water	1996	6346	1935	7821	16102
	2001	9103	3086	8829	21018
	2011	3290	2581	2669	8540

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Issues on access to water electricity and sanitation are dealt with in depth in Part Two of the IDP in the section **INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY**.

6.3.2.4. Access to electricity

The Amajuba District Municipality is in the process of completing its Electricity Supply Development Plan (ESDP). The purpose of the ESDP is to formulate a rational basis for extending grid and non-grid electricity service supply to the population of the Amajuba District Municipality within as short a time as possible, within the national as well as provincial electrification guidelines and budget available.

Table 20: Estimated Electricity Backlogs

Municipality	Estimated Total No. of Households	Electricity	
		No. of Households	Percentage
Newcastle	102 861	11 300	11%
Emadlangeni	6 803	3 742	55%
Dannhauser	20 800	5 408	26%
Total for Amajuba	130 464	20 450	16%

The ESDP has identified a grid backlog of 9739 connections and 472 non-grid connections within the DM.

The increase from the previous number of 8771 is mainly due to the addition of farm worker housing outside of the rural areas. The farm worker housing was divided into grid and non-grid electrification in accordance with the availability of grid in the areas.

The table below depicts data on the type of uses for electricity; electricity is mainly used for lighting then for cooking with heating being the least type of use for electricity.

Figure 12: Distribution of electricity

Distribution of electricity by use					
Electricity use	Year	Newcastle Lm	Emadlangeni Lm	Dannhauser LM	Amajuba DM
Lighting	1996	48055	1013	4566	53634
	2001	59884	1801	8399	70084
	2011	73449	3032	16490	92971
Heating	1996	26771	888	1832	29491
	2001	37924	1497	2930	42351
	2011	57864	2003	7707	67574
Cooking	1996	30773	908	1950	33631
	2001	41507	1558	3607	46672
	2011	69800	2515	10654	82969

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6.3.2.5. Access to sanitation

The table below depicts data on the access to sanitation by looking at the different types of sanitation facilities available. Over the years it has been evident that more and more communities are having access to waterborne sanitation in the urban areas with a significant decrease in the bucket latrine which have been replaced by Pit latrine in most rural area.

Figure 13: Sanitation by service type

Households by sanitation service type					
Type of access	Year	Newcastle Lm	Emadlangeni Lm	Dannhauser LM	Amajuba DM
Waterborne/ Chemical	1996	36470	1044	1865	39379
	2001	44188	1800	3301	49289
	2011	52719	2832	4753	60304
Pit latrine	1996	17413	687	13096	31196
	2001	23806	2030	14694	40530
	2011	26270	2151	14717	43138
Bucket latrine	1996	241	37	44	322
	2001	460	34	74	568
	2011	688	36	33	757
None	1996	875	1565	453	2893
	2001	2710	2324	1251	6285
	2011	2298	956	620	3874

6.3.2.6. Tenure status

According to the Amajuba Area-Based Plan (2007), the total land area for the Amajuba District Municipality is 693 769 hectares.

Analysis of the land ownership pattern in the Amajuba District Municipality indicates that 51% of the land is held privately (i.e. this means by individuals). Following private ownership, Trust ownership accounts for 18% and this is followed by commercial ownership (i.e. company) of 16% of the District land. The private, trust and commercially owned land comprise a total of 584,103 hectares or 84% of the total land in the District. State ownership accounts for 2.4%, municipal ownership 1.4%, and Traditional Authority land comprises 4.2% of the land area.

Table 21: Land ownership classification

OWNERSHIP CLASSIFICATION	AREA (Ha)	% of total
Association	8,609	1%
Board	123	0%
Church	308	0%
Commercial (owned by a company)	110,882	16%
Conservation	645	0%
Education	11,237	2%
Municipal	9,448	1%
Private (owned by an individual)	349,368	51%
State Land	16,610	2%
Traditional Authority	28,953	4%
TransNet	427	0%
Trust	121,832	18%
Unknown	33,232	5%
Total	691,674	100%

Source: Amajuba District Municipality Area-Based Plan, Situational Analysis Report, 2007

When Census 2011 was conducted by Statistics SA it evident that the ownership has increased however there are still challenges in areas such as Emadlangeni where in a significant portion of the land is privately owned and utilized for agricultural purposes. This is a positive indication for ownership of land tenure however it poses a huge challenge on the local and district municipality in terms of provision of basic services. The table shows the tenure status as per Census 2011.

Figure 14: Tenure Status

Tenure Status					
Municipality	Year	Owned and fully paid off	Owned but not yet paid off	Rented	Occupied rent-free
Newcastle LM	2001	27974	9748	21455	11987
	2011	36646	9182	18893	18805
Emadlangeni LM	2001	1528	740	861	3058
	2011	1817	7950	1251	2130
Dannhauser LM	2001	6076	706	6412	6126
	2011	8341	998	3713	6927
Amajuba DM	2001	35578	11194	28728	21171
	2011	46804	10975	23857	27862

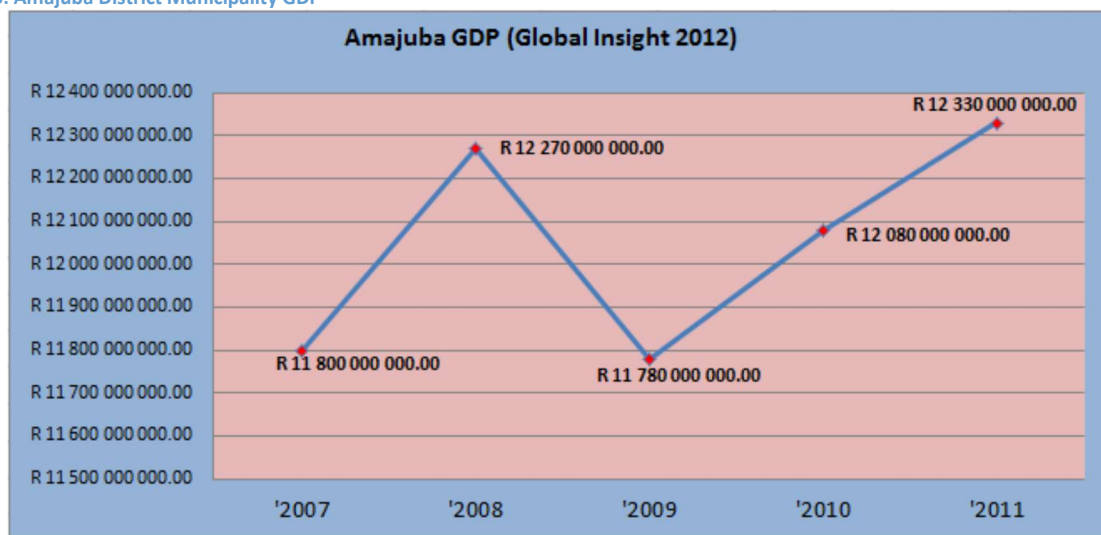
Statistics SA – Census 2011 municipal Report no 03-01-53

6.3.3. Economic and Income Status

6.3.3.1. Economic Productivity

Amajuba District Municipality (ADM) is the fourth District Municipality with highest Gross Domestic Product (GDP) in the province. According Global Insight Database, ANDM had a GDP of approximately R12.33 billion in 2011. The dominant economic activities are agglomerated within Newcastle Municipal Area of jurisdiction. Newcastle accounts for more than 88% of the total Gross Value Added (GVA) which amounts to R10.4 billion. Although ADM is well performing within the province of KwaZulu-Natal, a comparative assessment of Amajuba in relation to the districts economies that surrounds it demonstrates that it is significantly small.

Figure 15: Amajuba District Municipality GDP



Source: Global Insight

Sedibeng District Municipality (Free-State) has GVA of R28.8 billion in 2011, Gert Sibande District Municipality (Mpumalanga) had a recorded GVA of R46.8 billion in 2009 and Nkangala District Municipality (Mpumalanga) has a GVA of R53.9 billion in 2009. The annual growth of GVA in Amajuba District Municipality is also significantly lower compared to other districts. The economy of the Amajuba is largely dominated by the manufacturing sector which accounts for 35% of total Gross Value Added. Other sectors of importance at a district level include the community service sector (22.2% of total Gross Value Added), financial and business services (15.2%) as well as the trade sector (8.6%).

The size of the Amajuba District is relatively small in the provincial context and only contributes 3.5% of the province's GVA. This is due to its relatively small population. The district has the fourth highest Gross Value Added (GVA) capital in the province. The Gross Value Added has been compared to that of the provincial economy, in order to identify the sectoral advantages of a given district:

- ✓ Manufacturing and Mining have a greater level of importance for the district than they do for the province
- ✓ Agriculture; Finance, Construction and Transport are relatively less important as compared to the province.

The other key sectors in terms of GVA contribution are the general government sector, wholesale and retail, finance and business services sector. GVA generated through general government services is approximately R1,8 billion, which contributes 17.6% to total GVA. This sector has experienced average annual real growth of 2.6% per annum. Just over 17% of GVA can be attributed to finance (6.9%) and business services (10.2%), which collectively.

6.3.3.2. Poverty Assessment

Poverty is a complex concept to define and measure. Initial measures of poverty are usually based on financial indicators such as the World Bank measure of income less than \$1/day. The World Bank recommends that when monitoring country poverty trends, indicators based on national poverty lines should be used in place of the WB measure. In view

of this, the “Minimum Household Living Level (MHLL)” created by the South African Bureau for Market Research can be used as an indication of the prevalence of poverty in the study area. The MHLL states that in March 2004 an average household with 3.7 members living on less than R22,728/year (or R1,894/month) or less will be unable to meet its financial requirements.

In South African context, the National government currently considers the households with a monthly household income of less than R1600 as indigents. The percentage of people living in poverty in the Amajuba is estimated to be around 52.2% (260 915 people). A total of 56% households in Newcastle earn less than R800 per month. This clearly shows that Newcastle annual individual income is very low, a clear indication that individual households cannot afford basic necessities such as housing and health services. A total of 18 550 households were registered for indigent support due to high unemployment rate of 54%. Most of the poverty-stricken households of Newcastle are located in the East as well as the Traditional Authority areas. Low household income has led to illegal mining within the local municipality to supplement income for the poor especially in the rural areas thereby putting the environment at risk.

The income levels are very low in Dannhauser. Census 2011 reported that 76,3% of the population in Dannhauser have no monthly income, with a further 15% having monthly income of less than R1, 600 per month. The large proportion of the population (51,4%) within Emadlangeni receives no income and the income level of households in Emadlangeni is exceptionally low with just about 87% of households earning less R1, 500, which are classified as poor. The municipality has developed an indigent register, although not all people have been captured, efforts are being made to ensure that people do register on the database. This puts a strain on the municipality resources because almost the entire population falls within the indigent bracket. Although people have jobs, the lack of skills prevents them from getting better wages or salaries.

The table below shows a list of projects that the municipality is implementing in order to curb the level of poverty within the municipal jurisdiction. These programmes are implemented in consultation with the local municipalities and are aimed at not only alleviating poverty but also providing sustainable sources for food security.

Table 22: Poverty Alleviation Projects

Project Name	Description of goods, works or Services	Amount Spent on the Project	Ward No.	Project Status
Mantima Trading (Crafter)	Mantima trading work with leather to manufacture leather bags, shoes and many other leather related goods. Project has 3 beneficiaries. Project Needs 1.Different types of Leather 2.Machine 3.Sewing and Polishing material.	R 29 000.00	Ward 17 NN	Different types of animal skins were procured and delivered in March 2013. The beneficiaries are currently attending exhibitions with assistance from the province.
Silwanobuphofu Co-op (Crafter)	Silwanobuphofu do beadwork especially the ones that has to do with culture. The Project have 13 youth Beneficiaries Project Needs 1.Different types of beats 2. Different type of wool	R30 000.00	Ward 20 NN	Different types of beads were procured and delivered in March 2013. The Co-op still need assistance on servicing of the existing sewing machines.
Siyazama Woman Club (Manufacturing)	Siyazama Woman’s Club is a sewing woman’s club Project Needs Different types of industrial sewing machines.	R30 000.00	Ward 30 NN	Different types of sewing machines were procured and delivered in August 2013

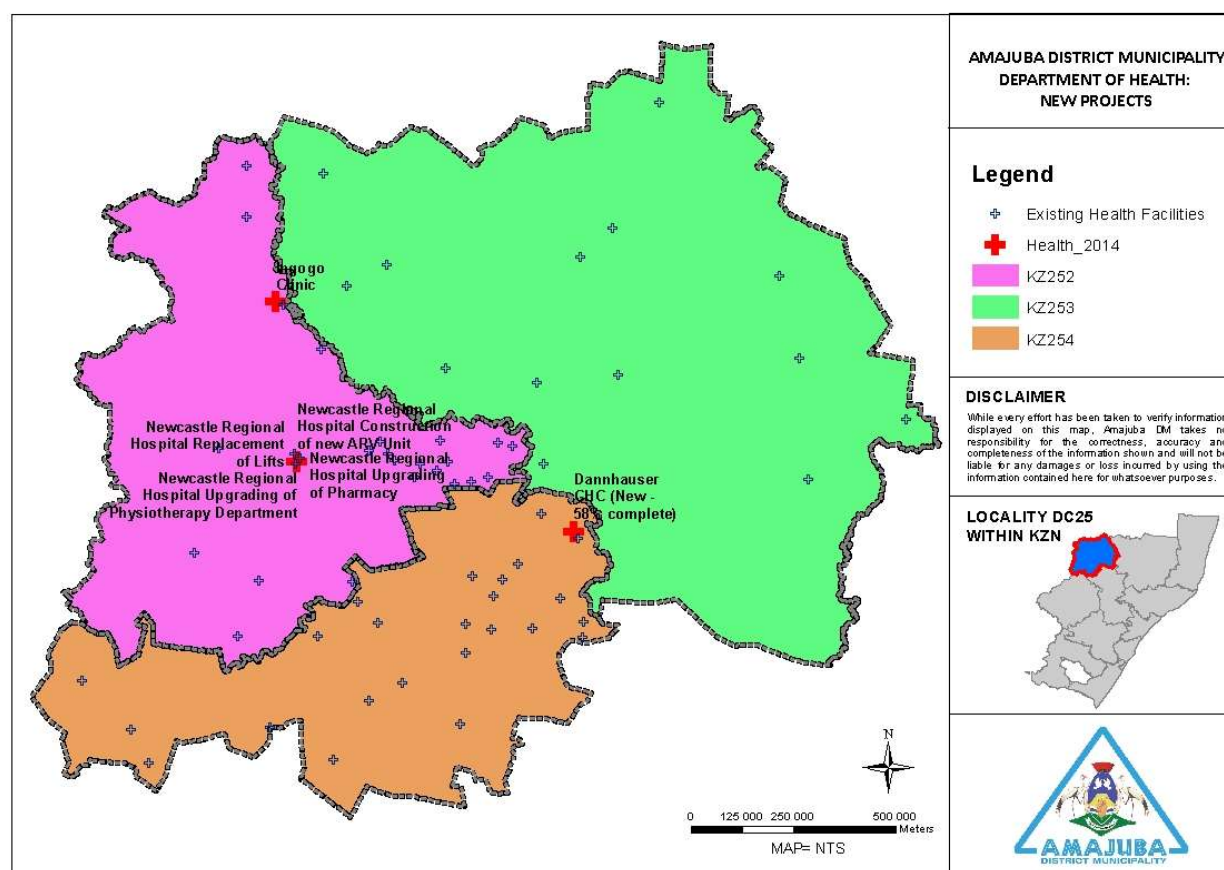
Kusa Kusa (Agriculture)	Kusa Kusa is into Poultry and Gardening. The project has 12 beneficiaries. <u>Project Needs</u> 1.Chicks 2.Vaccines 3.Feeds 4.Gardening equipment	R55 000.00	Ward 07NN (Kwamlimi)	Chicks, vaccines, feeds and garden equipment were procured and delivered in July 2013.
Injabulo Yogogo (Agriculture)	Injabulo yogogo is in the Poultry business. The project consist 5 females beneficiaries. <u>Project Needs</u> 1.Chicks 2.Feeds 3.Vaccines	R30 000.00	Ward 10 NN	Chicks, Vaccines and Feeds were procured and delivered in July 2013.
Cebisanani Womans Club (Agriculture)	Cebisanani Woman's Club is a Poultry project consisting of 5 beneficiaries. <u>Project Needs</u> 1.Chicks 2.Feeds 3. Vaccines	R30 000.00	Ward 04 NDH	Chicks, Vaccines and Feeds were procured and delivered in July 2013.
Sakhelisizwe Agriculture	Sakhelisizwe is in the Poultry Business. The project consists of 12 beneficiaries. <u>Project Needs</u> 1. Chicks 2.Vaccines 3.Feeds	R50 000.00	Ward 06 NN (Dicks)	Chicks, Vaccines and Feeds were procured and delivered in July 2013.
Amaskhandisa (Agriculture)	Amaskhandisa are in the Vegetable and Poultry. The project consists of 8 beneficiaries. <u>Project Needs</u> 1.Chicks 2.Vaccines 3.Feeds 4. Garden equipment	R50 000.00	Ward 06 NN	Chicks, Vaccines, Feeds as well as garden equipment were procured and delivered in July 2013.
Sthembiso Laundry (Services)	Sthembiso Laundry consist of 5 female beneficiaries <u>Project Needs</u> Different type of Laundry equipment	R25 000.00	Ward 24NN	Sthembiso Laundry has already been assisted by Newcastle Municipality with Washing machines. Amajuba assisted with equipment including industrial steam and press irons which were procured and delivered in June 2013.
Mangethe Cleaning Services (services)	Mangethe cleaning services is a garden cleaning services with 15 beneficiaries <u>Project Needs</u> 1.Different types of grass Cutting machines 2.Different types of relevant tools	R54 000.00	Ward 17 NN	Different types of grass cutting machines and equipment was procured and delivered in September 2013.
Kikilikigi Kusile (Manufacturing)	Kikilikigi Kusile is a Poultry project with 3 Beneficiaries	R15 000.00	Ward 31 NN	

	<u>Project Needs</u> 1.Chicks 2.Vaccines 3.Feeds			Chicks Vaccines and feed were procured and delivered in July 2013
Maverick Trading (Manufacturing)	Maverick Trading is a sewing project with 15 Beneficiaries <u>Project Needs</u> 1. Project requires special types of sewing machines	R125 000.00	Ward 21NN	Special type of sewing were procured and delivered in September 2013
Network & Mc Machines cc	Wood work Project Needs – Different types of equipment for cutting steel and wood to build clocks and much other art related. The project consist of 5 beneficiaries	R29 000.00	Ward 21NN	Different types of equipment was procured and delivered in September 2013.
Sibumbene Club (Manufacturing)	Sibumbene Club in the clothing and textile business <u>Project Needs</u> 1.Different types of sewing machines	R35 000.00	Ward 31 NN	Different types of sewing machines were procured and delivered in September 2013

6.3.4.Health

Amajuba health district is located in the North-western part of KwaZulu-Natal with Mpumalanga province to the North, Free State to the west and Zululand, Umzinyathi and Uthukela Districts as neighbouring districts to the south and east. The district, through the District Health System (DHS), provides health services to the population using the Primary Health Care (PHC) approach.

Map 5: Spatial orientation of new and existing health facilities



Vision: To provide the best comprehensive, accessible, integrated, sustainable, cost effective and equitable service to the people of our district

Mission: To provide a sustainable, integrated and comprehensive health services at all levels, based on the Primary Health Care approach through the District Health System so as to increase the capacity of individuals to accept responsibility for their own health

Table 23: Health Facility

Municipality	Mobile Clinics	Fixed Clinics	District Hospitals	Regional Hospitals	Community Health Centers (CHC)
Newcastle LM	5	12	0	2	0
Emadlangeni LM	2	2	1	0	0
Dannhauser LM	0	10	0	0	1
Amajuba District	7	24	1	2	0

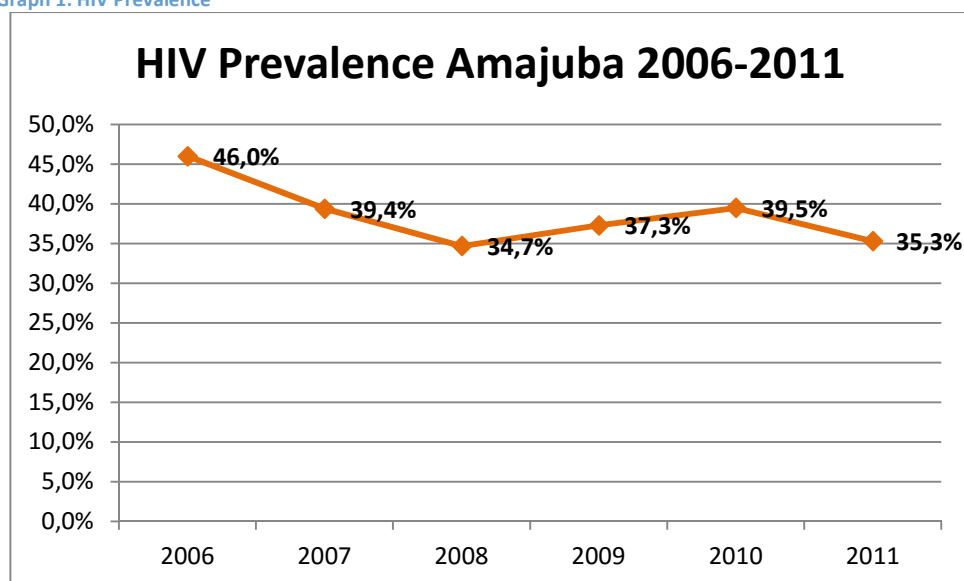
Source: District Health Plan 2013-14 & 2014-15

In Amajuba District, there are 2 regional hospitals Newcastle LM, 1 district hospital (Emadlangeni LM), 24 fixed clinics (12 Newcastle LM, 10 Dannhauser LM & 2 Emadlangeni LM), 7 mobile clinics (5 Newcastle LM & 2 Emadlangeni LM) however Dannhauser mobile stopping points are serviced by Newcastle Mobile Clinics, 4 mortuaries, 6 EMRS bases, 1 Amajuba District Office and 1 EMS District Office covering the district. There is no hospital or CHC at Dannhauser LM however Dannhauser CHC is currently being built. Comprehensive Primary Health Care (PHC) package, District and Regional Level Hospitals packages of health services are provided in the district.

Due to limited funds to build new health facilities in the next three years, the district plans to strengthen and expand mobile clinic services to improve access to the first level of health services, i.e. Primary Health Care (PHC), while taking health services to the people. This mobile health service expansion also includes increasing the frequency of mobile stopping point visits.

6.3.4.1.HIV/Aids Prevalence

Graph 1: HIV Prevalence



Source: HIV & Syphilis Survey Results 2006-2011 (2012 Results still not yet published)

The district HIV prevalence has decreased from 46% in 2006 to 35.3% in 2011. This is attributed to ongoing HIV, Aids prevention interventions such as in collaboration with Operation Sukuma Sakhe.

Anti-Retroviral (Arv) Programme

The following table summarises the roll-out of ARV's in the ADM. There has been remarkable increase in the number of clients accessing the ARV programme. This has also been due to the implementation of ARV initiation at all clinics in Amajuba District. The increase in the distribution of ARV's has also been affected by the increase number of prenatal clients.

Figure 16: ARV Programme

SUB-DISTRICTS & DISTRICT	2007/08 ACTUAL	2008/09 ACTUAL	2009/10 ACTUAL	2010/11 ACTUAL	2011/12 ACTUAL	2012/13 ACTUAL	2013/14 TARGET
Newcastle	4320	6300	15995	19297	21128	24395	26000
Emadlangeni	464	1250	1377	1767	2348	2933	3000
Dannhauser	0	150	964	1458	3304	5320	5500
District Total	4784	7700	18336	22522	26780	32648	34500

(Source: DOH, AMAJUBA DISTRICT HEALTH PLANS 2012-13 & 2013-14)

6.3.4.2. Mortality and Morbidity profile

This section will review morbidity and mortality causes, according to the Department of Health. **Morbidity** and **Mortality** can be defined as follows:

- **Morbidity:** This is the common causes of illness, which is the number of cases of a disease found to occur in a stated number of the population.
- **Mortality:** Common causes of death, the incidence of death in the population in a given period. The annual mortality rate is the number of registered deaths in a year multiplied by 1000 a divided by the population at the middle of the year.

Communicable Diseases: Generally for adult and child mortality major causes, communicable disease, e.g. respiratory conditions such as PTB, LRTI, etc., and HIV and AIDS opportunistic conditions such as meningitis, are the leading causes of both morbidity and mortality in the district.

Non-Communicable Diseases: Amongst chronic conditions, cardiac conditions, liver conditions and diabetes mellitus seem to be occurring more often. The major cause of mortality in children is respiratory conditions closely followed by gastro intestinal conditions, whereas the major cause of morbidity here is gastro enteritis.

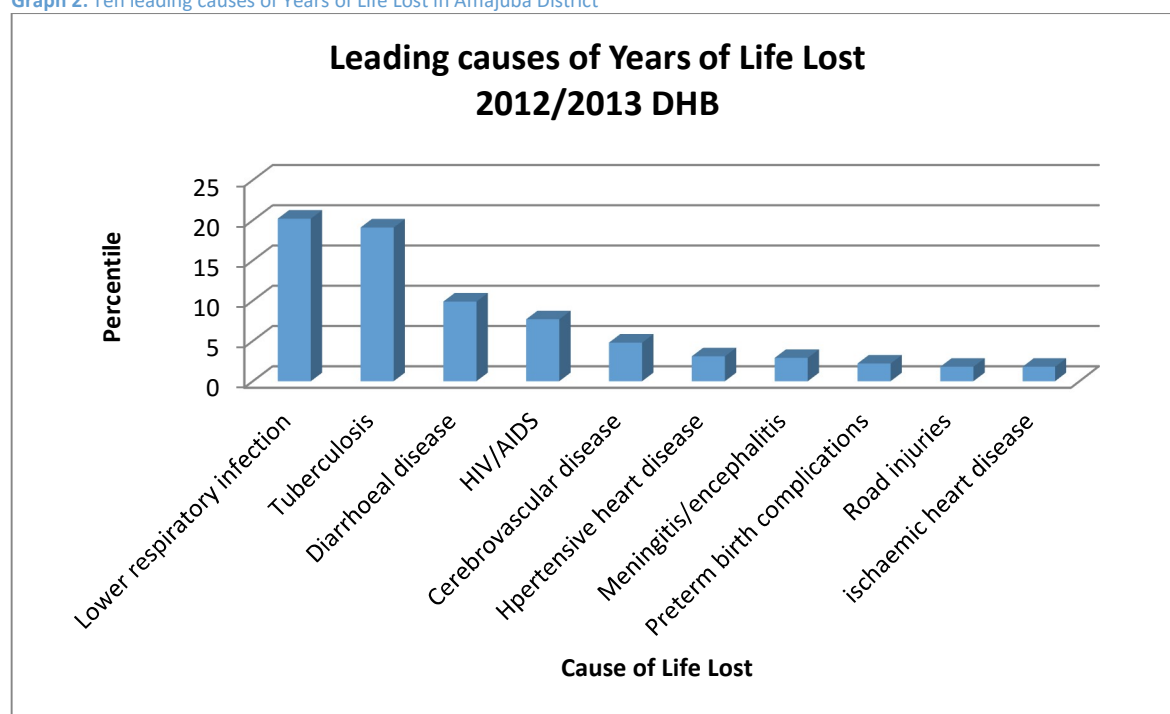
Social Determinants of Health: Diarrhoeal Diseases are making top three causes of both morbidity and mortality.

Injuries & Violence: Injuries and trauma often related to motor vehicle accidents also seen over the past years as seen on graphs above.

Maternal Mortality: The major causes for Maternal Mortality were Hypertensive Disorders (including pre-eclampsia and pregnancy induced hypertension), Placenta Abruptio Complications and Liver Failure.

According to the Department of Health, the following are the top ten morbidity and mortality causes in adults and children:

Graph 2: Ten leading causes of Years of Life Lost in Amajuba District



(Source: District Health Barometer 2012/13)

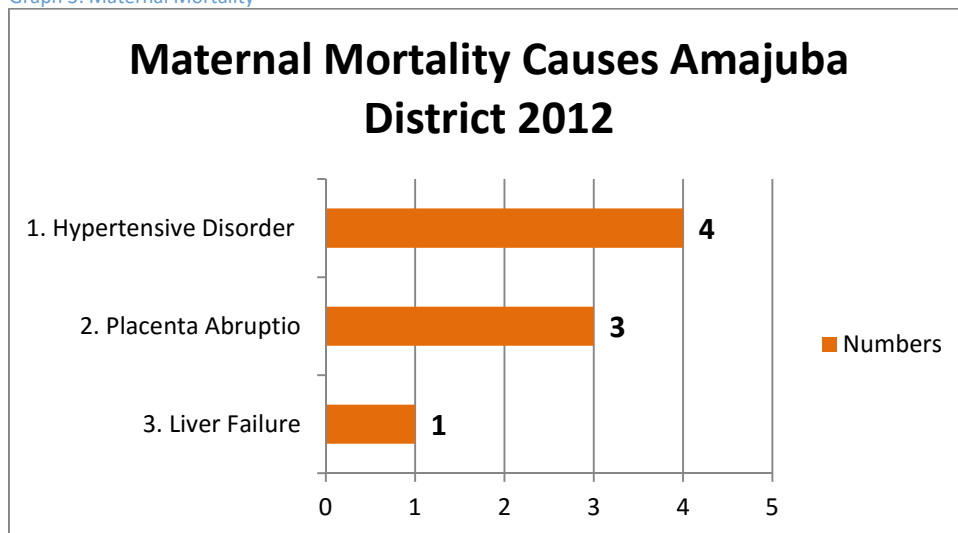
Generally communicable disease, e.g. respiratory conditions such as PTB, LRTI, Pneumonia, etc., and HIV and AIDS are the leading cause of both morbidity and mortality in the district. This is seen in adults mostly. Pregnancy induced hypertension and pre-eclampsia seem to be the leading causes of both morbidity and mortality in pregnancy, however HIV related conditions are also highlighted. There also seems to be a challenge with inappropriate diagnosing practices which also contribute to failure to accurately determine what other morbidity and mortality causes are. These warrant in-service training or re-orientation of clinicians into proper diagnoses application.

Amongst chronic conditions, hypertension and Diabetes mellitus seem to be occurring more often. The major cause of mortality in children is respiratory conditions closely followed by gastro intestinal conditions, whereas the major cause of morbidity here is gastro enteritis.

6.3.4.3. Maternal Mortality Ratio

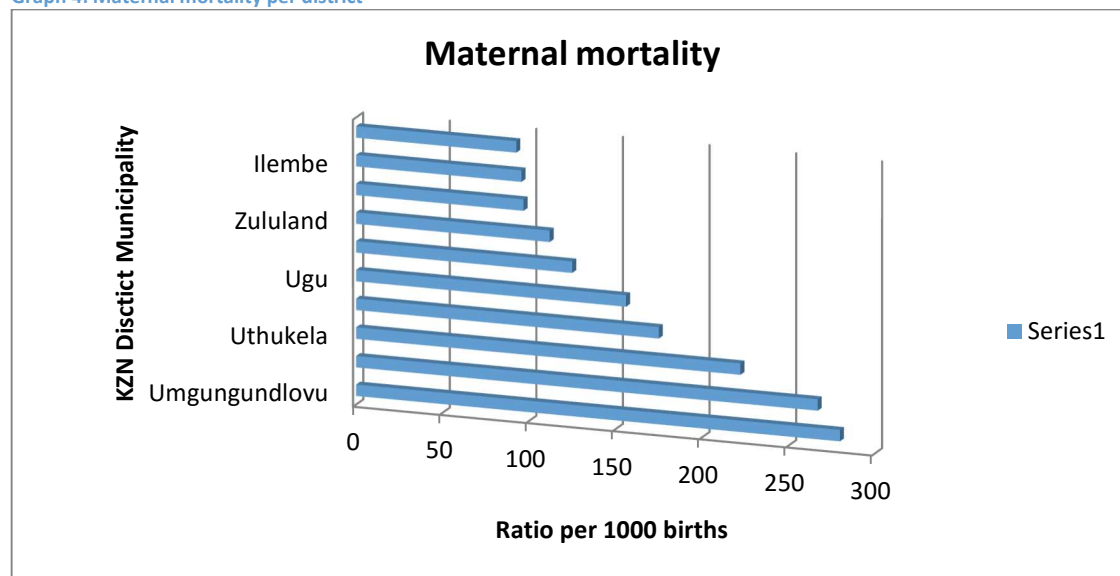
The World Health Organization (WHO) definition of a maternal death is the death of a woman while pregnant or within 42 days of termination of pregnancy, irrespective of the duration and site of the pregnancy, from any cause related to or aggravated by the pregnancy or its management, but not from accidental or incidental causes. The maternal mortality ratio (MMR) is the number of maternal deaths per 100 000 live births.

Graph 3: Maternal Mortality



According to Millennium Development Goal 5 South Africa should aim to reduce the MMR by three quarters, between 1990 and 2015. The reduction of the MMR is a priority area in the Negotiated Service Delivery Agreement (NSDA) and a key component of the Strategic Plan for Maternal, Neonatal, Child and Women's Health (MNCWH) and Nutrition in South Africa – 2011-2016. South Africa has adopted the Campaign on Accelerated Reduction of Maternal and Child Mortality (CARMMA) strategy, and action components of this strategy mirror key priorities outlined in the Strategic Plan for MNCWH.

Graph 4: Maternal mortality per district



6.3.4.4. District Municipal Health Services



Municipal Health Services is the assessment, correction, control and prevention of factors in the environment that can adversely affect human health. It is concerned amongst other things with the investigation of outbreak of diseases and monitoring of factors in the environment affecting health. Health Promotion is an integral part of MHS as it has an important role to play in mitigating preventable diseases through improvements in managing the environment.

Section 32 of the National Health Act, 2003 (Act 61 of 2003) defines Municipal Health Services in terms of nine key components:

1. Water Quality Monitoring

This function is concerned with ensuring provision of hygienically safe and adequate supply of potable water by responding to complaints on contaminants/impurities; water sampling; mapping of water sources and conducting awareness and education campaigns.

2. Food Control

This component concerns matters relating to safety during production, storage, transportation, processing, retailing of food intended for human consumption including food handling and processing in establishments.

3. Waste Management

This relates to matters of handling, storage, transportation, and disposal of industrial and domestic solid waste, including health care risk waste, hazardous waste and effluents.

4. Health Surveillance of Premises

This concerns identification and monitoring of health risks, nuisances and hazards and instituting remedial actions. It also includes scrutinizing building plans for their structural compliance.

5. Environmental Pollution Control

This relates to matters of prevention of water, air, soil and noise pollution including radiation hazard control.

6. Surveillance and Prevention of Communicable Diseases

This is concerned with the surveillance of communicable diseases, conducting investigations aimed at prevention of disease outbreaks in communities.

7. Vector Control

This component involves routine surveillance, identification and eradication of vector breeding areas.

8. Disposal of the Dead

This component is concerned with the control and inspection of funeral undertakers, embalmers, crematoria and mortuaries. It also includes regulation and control of graves, cemeteries, crematoria and management of exhumations.

9. Chemical Safety

This component relates to matters of safe handling, use and disposal of chemicals. Also the identification and control of premises dealing with manufacturing, transport and storage of chemicals.

Municipal Health Services (MHS) is rendered by Environmental Health Practitioners (EHPs) using various legal prescripts among which are the following:

- Health Professions Act, 1974 (Act 56 of 1974)
- National Health Act, 2003 (Act 61 of 2003)
- Foodstuffs, Cosmetics and Disinfectant Act, 1972 (Act 54 of 1972)
- Criminal Procedure Act, 1977 (Act 51 of 1977)
- Municipal by-laws

6.3.5. Education status

The South Africa Schools Act, 1996 ensures non-discriminatory, quality education for all learners. Between 2002 and 2013, enrollment rates have nearly double from 1.8 to 2.8 million in KZN. It has become compulsory for children between the ages of 7 and 15 to be in school; this has helped in achieving universal access to education. The KZN province has robustly improved its matric results by 15.3 percentage points, from 57.8 per cent in 2008 to 77.4 per cent in 2013 (Table 24). Annual National Assessments (ANA) was introduced in 2011 to monitor progress in literacy and numeracy skills of learners in the lower grades. These assessments examine learners in grades 1 to grades 6 and 9. Over this period there has been an improvement in literacy and numeracy skills.

In addition, there has been also a significant improvement in the proportion of people achieving educational milestones such as matric, as well as tertiary qualifications both in KZN and in Amajuba. The proportion of people with matric in KZN increased robustly from 21.1 per cent of KZN in 2003 to 29.4 per cent in 2013. Amajuba shares similar trajectory with this proportion increasing from 21.8 per cent to 28.8 per cent over the same period.

Table 24: Education levels in KZN and Amajuba, 2003 to 2013

	KwaZulu-Natal			Amajuba DM		
	2003	2007	2013	2003	2007	2013
No schooling	16.9%	12.4%	9.0%	12.4%	8.9%	6.7%
Grade 0-2	2.4%	2.8%	2.7%	2.8%	3.2%	3.2%
Grade 3-6	15.1%	12.9%	10.9%	16.0%	13.6%	11.5%
Grade 7-9	19.2%	18.0%	16.2%	20.4%	19.0%	16.8%
Grade 10-11	17.3%	19.6%	22.3%	19.0%	20.8%	23.4%
Certificate / diploma without matric	1.0%	0.7%	0.5%	1.0%	0.8%	0.4%
Matric only	21.1%	25.2%	29.4%	21.8%	25.3%	28.8%
Matric & certificate / diploma	4.3%	4.9%	4.9%	4.8%	5.7%	6.2%
Matric & Bachelors degree	1.9%	2.4%	3.0%	1.4%	1.8%	2.2%
Matric & Postgrad degree	0.8%	1.0%	1.1%	0.4%	0.7%	0.8%

Source: Global insight, 2014

6.4. Social Development

6.4.1. Community Development with focus on vulnerable Groups

The following focus areas are fundamental to the advancement of the communities of the ADM and have thus been highlighted accordingly.

- Focus Area: Support To SMME's

The ADM has developed a five year training plan for SMME's addressing all the identified skills shortages such as artisans, business management, HACCP and ISO, etc. This will address the identified skills and capacity shortages in the ADM.

The ADM is currently developing trade points for emerging businesses and SMMEs in order for them to access markets to conduct business. This will be addressed through the development of the *Amajuba Agric Hub and Regional Market*. This will link them to export markets such as Dube Trade port and City Deep.

Linkages to Trade points for crafters markets are already in place for export opportunities some products are currently being exported and other overseas markets.

A comprehensive database of co-operatives and SMME's has been developed so as to facilitate greater coordination amongst stakeholders. These structures are also represented on AFLED.

The ADM has established an ICT Forum consisting of the Chambers of Commerce, key government departments who have an ICT focus, and the municipalities. The project will include the development of an incubator to develop and train people in ICT with a particular focus on LED and SMME development. Small programme developers will be encouraged to write programmes required by local business and government agencies in the ADM. A potential site for the incubator has been identified at the Majuba FET college and linkages will be created with existing ICT programmes at the campus.

- Focus Area: Strategies To Develop The Second Economy

Poverty Alleviation Strategy

The ADM has developed a strategy for the implementation, monitoring and evaluation of poverty alleviation programmes. All departments that are participating in poverty alleviation programmes have contributed to the policy in order to align and coordinate poverty alleviation in the DM.

Training

Poverty alleviation projects are aimed at empowering entrepreneurs to create projects linked with the ADM LED Strategy, and the five year training plan for SMME's to ensure the development of the entrepreneur.

Alignment of FETs training and development programmes with the ADM Sector Plans to ensure employment opportunities and entrepreneur development.

Conduct educational tours for entrepreneurs to be exposed to opportunities outside of the district and establish support networks.

Projects

The ADM is planning projects that will absorb current small businesses into the main stream economy. These projects include the Techno Park and tomato processing, Soya production and processing, tannery, deboning plant, abattoirs, feedlots, medicinal plants and herbs, aquaculture, mushrooms, irrigated vegetable production and Mining.

Aquaponics projects are currently being developed in a project in the eMadlangeni municipality to supply the prisons in the ADM. Telapia are being reared and the grey water is being utilised to produce vegetables. This project has a huge potential to grow and to supply the DM's markets with protein and vegetables.

The table below reflects a proposal by the Kwa-Zulu Natal Chamber of Commerce, the project proposed requires funding. This proposed project is aimed at developing skills, creating jobs and sustaining income for households.

Programme	Objective	Project Locality	Funds Required	Targeted beneficiaries	Duration	Comments
Sewing training	Provide training specifically on sewing	10 Industrial Road, Newcastle	R 299 000	Targeted groups are the youth, women, cooperatives and SMME's	12 weeks basic training	DEDET has already funded 38 Sewing machines
Manufacturing Incubation	Manufacturing of steelwork, aluminium and woodwork	B2586 Section 1 Madadeni	R 281 000	Unemployed graduates from Amajuba FET	3 years	Land has been sponsored by the Newcastle Local Municipality
Container City Incubation	To provide goods and services	Proposed location is KwaMdakane	R 980 000	Unemployed graduates from Amajuba FET	3 years	

- **FOCUS AREA: YOUTH**

Background

The establishment of youth development structures at the ADM

Previous Structural Processes

With the appointment of a youth coordinator things improved dramatically and a youth council will be established.

Youth Audit.

- The youth structure will be established
- In August 2006 a district youth audit was conducted by the KZN Youth Commission.

Establishment of a District Youth Affairs Committee (YAC)

The YAC is composed as follows:

- NGO's, CBO's, FBO's, youth with disability.
- Youth out of schools.
- Youth councillors from local municipalities and the district municipality.
- The composition of the committee should consider gender equity, and proportional representation of political parties represented in the district council.

Establishment of a District Youth Unit (DYU)

The DYU is composed as follows:

- Government departments within the district.
- Youth representatives from youth political parties in the district council.
- Councillors from local municipalities represented in the youth affairs committee.
- Youth coordinators from all local municipalities.
- Representatives from local youth units.

- District youth coordinator.
- Representative from Traditional leaders.
- District Mayor as portfolio and preceding councillor.
- Representative from disabled people.

Youth Strategies

- Promote youth development in local govt through infrastructure delivery and job creation.
- Create awareness amongst youth on skills required in infrastructure delivery environment and LED.
- Confirm opportunities for youth in sustainable delivery.

• FOCUS AREA: GENDER

Background

The Constitution of the Republic of South Africa places a duty on the State at all levels to protect, promote and fulfil the human rights in the Bill of Rights. More specifically, the implementation of a human rights based approach to service delivery and development in KZN is the duty of both the provincial and local spheres of government. It is on this note that the establishment of a district gender coordinating structure, to plan and coordinate gender based activities and programmes, is a major priority in the ADM. The approach taken by the ADM is informed by the following key documents:

- National Policy Framework on Gender Equity and Balance.
- National and Provincial policy on Respect and Protection of Human Rights.
- National constitution: Bill of Rights.
- District Integrated Development Plan.

Establishment: District Gender Machinery

The gender structure created by the ADM consists of:

- Representatives from all government departments within the district.
- A councillor from each local municipality.
- A councillor from the District Municipality.
- Gender focal persons from all local municipalities within the district.
- District mayor as a portfolio councillor.
- District gender focal person.
- Traditional leaders.

Total recommended number: 21 depending on the number of stakeholders

Current Status

At present all three structures are established for gender equity and redress programmes, that is,

- Amajuba District Gender Steering Committee consisting of all female councillors from the DM's council and one female councillor representative from each local municipality.
- The ADM's Gender Machinery consisting of the members of the steering committee, all female councillors from the district and local municipalities and representatives from government departments within the district.
- The District Gender Forum is also established.
- Interim Men's Forum was Established in Dec 2011

6.4.2.Social Grant Relief

A large portion of South Africans are dependent on social grant, this dependency also exists within the ADM. Grants aimed at child support are significant in comparison to the other categories in social grant relief methods. The table below outlines the proportion of the population in the ADM jurisdiction that is dependent on social grant relief.

Table 25: social Grant Relief

Social Grant Beneficiaries					
Grant Type	% per category	No. of beneficiaries ADM	No. of beneficiaries DLM	No. of beneficiaries NLM	No. of beneficiaries ELM
Older Persons Grant	22,0	24371	5267	17507	1597
Disability grant	9,5	10514	2212	7810	492
Foster Care grant	3,6	4015	1030	2621	364
Combined grant	0,8	380	37	332	11
Grant in aid	1,6	1743	473	1101	169
Care Dependency grant	18,0	19976	321	19552	103
Child Support grant	45,0	49922	12660	32118	5144
Total Beneficiaries		110921	22000	81041	7880
Percentage Comparison to ADM	100	100,0	19,8	73,1	7,1

The table above clearly indicates that the major grant recipients are in the Child support grant (45%) followed by old persons grant (22%) and care dependency grant (18%). These figures can also be supported by the dependency ratio (Table 19: Dependency Rates for Amajuba District – 2001 & 2011) and the unemployment rate. The vision 2030 supported by the NDP and related documents aim to ensure that communities are able to generate their own money enriching households and capacitating individuals.

The ADM is actively participating in SMME development, skills transfer to youth and co-operatives in pursuit to reduce the dependency ratio, reduce dependency on grants and develop co-ops which will have an economic spin off.

6.4.3.Social Development Analysis

Community Services Department is one of the key departments geared towards the advancement of meaningful Service Delivery Objectives and Outcomes within Amajuba District Municipality. As a department within the municipality, Community Services Department also subscribes to the National and Provincial Integrated Service Delivery Plans and Priorities as outlined accordingly.

Strategically, Community Services Department is best suited for the municipality to achieve the three main National and Provincial priorities, that is, Leading and Sustaining Urban and Rural Development, Promoting sustainable change in Socio-Economic Relations and Healthy lifestyle and Promoting Good Governance and Nation Building. The planning, implementation and impact of these three priorities is clearly defined and entailed in the Turn-around Strategy and the SDBIP of Amajuba District Municipality. A detailed implementation plan is also available in the Departmental Business Plan.

Within the ambit of Community Services Department there is Social Development Unit. This Unit is primarily responsible for the advancement and improvement of the Social-Wellbeing and Socio-Economic status of the entire population of the District.

Below are the IDP programmes and project for the Social Development Unit under Community Services Department at Amajuba District Municipality.

a) Focus Areas

Social Development Unit administers Arts and Culture, Sports and Recreation, Youth, Gender, Children, Disability, Senior Citizens, Transport Plan and Implementation, Cemetery Plan and Implementation and related facilities as part of the day-to-day programmes and projects for the department. There are also intergovernmental and other special programmes or projects that the unit also handles as per the need and Work Breakdown Structure of the Municipality.

The implementation and proper monitoring and evaluation of programmes and projects as outlined in the Departmental Business Plan and the municipal SDBIP will be the high focus area for the Department and also Social Development Unit. This will undoubtedly lead to the achievement of the desired outcomes as outlined within the three spheres of governance.

b) Overall Objective

The overall objective of the department is derived from the Municipal Vision and Mission which clearly states and sets targets for development objectives of the Municipality. Amajuba District Municipality Community Services Department will continuously strive for the provision of the improved and better socio-economic services to the entire population of the district, hence contributing directly to national building.

c) Available Resources

The departmental organogram clearly outlines the available resources and the capacity that the department has to carry out its mandatory task. The integrated approach in delivering services is also another strong tool that the department employs in its planning, implementation and assessment phases. The National and Provincial support programmes and the relative departments within the municipality also provide a wide range of resources for the sustainable development of the population and resources within the District Municipality

d) Stakeholders Forums

In order to pay full subscription to Good Governance, Institutional Development and Financial Viability, the department is in a process of establishing relevant integrated Stakeholders Forums for each and every programme or project that falls within the ambit of the department. These forums should be in line with the National and Provincial structural framework and policy guidelines.

e) Sector Plans

The department continuously develop, review and implement sector plans which assist in the sustainable urban and rural development initiatives for the district. During this 3rd generation of IDP's, the department is reviewing most of its sector plans to ensure that they are in line with the new strategies and the vision of the municipality.

f) Departmental Priorities

All departmental programmes and projects are prioritised in accordance to the time span and budget plan for each programme or project as outlined in the list below.

Table 26: Proposed and existing development Programmes and Projects for 2012-2016 IDP

PROJECT NAME	RESPONSIBILITY	FUNDING RESOURCE	BUDGET	YEAR	STATUS OF THE PROJECT
Programmes					
Sports Development	Community Services	ADM	R6, 5m	2012/16	Ongoing
District Sports Development Sector Plan	Community Services	ADM & KZN-DSR	DSR	2012/13	Review
Youth Development	Community Services	ADM	R3, 5m	2012/16	Ongoing
Children Rights	Community Services	ADM	R1m	2012/16	Ongoing

Gender	Community Services	ADM	R1, 5m	2012/16	Ongoing
Senior citizens development	Community Services	ADM	R2, 5m	2012/16	Ongoing
Programmes for the Disabled	Community Services	ADM	R2m	2012/16	Ongoing
Arts&Culture	Community Services	ADM, KZN Department of Arts & Culture	R 3, 5m	2012/16	Ongoing
HIV&AIDS Awareness, Prevention & Care	Community Services	ADM, KZN Department of Health	R5m	2012/16	Ongoing
District HIV&AIDS Plan	Community Services	ADM	0	2012/16	Review
District Public Transport Plan & Implementation	Community Services	ADM & KZN Department of Transport, LM's	R2, 5m	2012/16	Review & Implementation
Cemetery Plan & Implementation	Community Services	ADM & LM's	R2, 5m	2012/16	Review & Implementation
Sports Sustainability Plan – Monte Vista Complex	Community Services	ADM & DSR	R500 000	2012/13	Blue Print
Projects					
Upgrading of Osizweni Arts Centre	Community Services	ADM, KZN Department of Arts & Culture, Newcastle Municipality	R1m	2012/13	In progress
Refurbishment of Clemont Sportsfield	Community Services	ADM & KZN-DSR	R500 000	2013/14	Pending
Refurbishment of Osizweni Cricket Oval	Community Services	ADM & KZN-DSR & Newcastle LM	R2, 1m	2012/13	In progress
Refurbishment of Old Monte Vista Sportsfield	Community Services	ADM	R1, 5m	2012/13	ASAP
Upgrading of KwaMdakane Sports Hall	Community Services	ADM & KZN-DSR	R500 000	2015/16	Pending
Refurbishment of Southpark Cricket Pitch	Community Services	ADM	R500 000	2013/14	Pending
Construction of Emafusini Sportsfield	Community Services	KZN-DSR	R1, 2m	2012/13	Pending
Upgrading of Bensdorp Sportsfield	Community Services	ADM	R500 000	2014/15	Pending
Upgrading of Bearouw Sportsfield	Community Services	ADM	R500 000	2013/14	Pending
Upgrading of Kwamdakane Sportsfield	Community Services	ADM & NDH Municipality	R500 000	2013/14	Pending
Upgrading of Kwamdakane Thusong Service Center	Community Services	ADM & COGTA	R3, 5m	2013/14	Phase 2
Establishment of Kwamdakane Thusong ICT Center	Community Services	ADM & COGTA	R700 000	2012/14	Pending
Procurement of Mobile Truck for Kwamdakane Thusong Service Centre Programmes	Community Services	ADM	R1, 5m	2013/14	To be resolved by Council

PART TWO

7. VISION, MISSION AND OBJECTIVES

VISION

Amajuba will be a leading and pioneering District characterised by sustainable development and quality services

MISSION

The Amajuba District Municipality will champion in good governance through:

- effective public participation
- vibrant local economic development - integrated service delivery
- intergovernmental relations

VALUES

The following values to be followed by the organisation were identified:

- Integrity
- Responsiveness
- Accountability
- Commitment
- Effectiveness

7.1. Long Term Vision

The ADM's Vision, Mission and Values were reviewed as part of the 2015/2016 IDP process. The strategies, however, have been reviewed as part of this round of the IDP review so as to ensure the following:

- Relevance due to changing circumstances;
- Better alignment with the SDBIP;
- Alignment with sector plans;
- Alignment with the new national and provincial priorities;
- Alignment with the NSDP; and
- Alignment with the PGDS and PSEDs.

7.2. Batho Pele Principles

We subscribe to the principles of Batho Pele:

- **Consultation** : Citizens should be consulted about service levels and quality when possible
- **Service Standards** : Citizens must be made aware of what to expect in terms of level and quality of services
- **Access** : Citizens should have equal access to the services to which they are entitled
- **Courtesy** : Citizens should be treated with courtesy and consideration
- **Information** : Citizens must receive full and accurate information about their services
- **Openness & Transparency** : Budgets and management structures
- **Redress** : Citizens are entitled to an apology, explanation and remedial action if the promised standard of service is not delivered
- **Value for Money** : Public services should be provided economically and efficiently.

7.3. District and Government Priority Alignment

NDP (VISION 2030)	PGDS STRATEGIC GOALS/PRIORITIES	DISTRICT PRIORITIES
• Create Jobs	• Job Creation	• Economic Development
• Expand infrastructure	• Strategic Infrastructure	• Integrated Service Delivery
• Use resources properly (Low-Carbon Energy)	• Respond to Climate change	• Environmental Management • Air Quality Management

<ul style="list-style-type: none"> Inclusive planning 	<ul style="list-style-type: none"> Spatial Equity 	<ul style="list-style-type: none"> Municipal Planning Spatial Development Alignment
<ul style="list-style-type: none"> Quality education Build a capable state 	<ul style="list-style-type: none"> Human Resource Development 	<ul style="list-style-type: none"> Social Facilitation and Development
<ul style="list-style-type: none"> Quality health care Unite the nation 	<ul style="list-style-type: none"> Human and Community Development 	
<ul style="list-style-type: none"> Fight corruption 	<ul style="list-style-type: none"> Governance and Policy 	<ul style="list-style-type: none"> Institutional Governance

7.4. Municipal Objectives and Strategies

Ref	National Key Performance Area	National Priorities (NDP)	Provincial Priorities (PGDS)	District Priority	Strategic Objectives	Strategies
FINANCIAL SERVICES						
FIN1	Basic Service Delivery	Expand infrastructure	Strategic Infrastructure	Integrated Service Delivery	To ensure access to basic water and sanitation to community members within Amajuba district.	Provide access to basic water and sanitation
FIN2	Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Institutional Governance	To ensure progressive compliance with institutional and governance requirements.	Integrated Management Reporting
FIN3	Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Manage the municipality within the budgetary and policy frameworks of the municipality
FIN4	Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Full Compliance with Chapter 11 of the MFMA (SCM)
FIN5	Good Governance and Public Participation	Inclusive planning	Governance and Policy	Municipal Planning	To promote public participation through stakeholder mobilization.	Review process of Budget and Budget related policies
FIN6	Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Municipal asset management
FIN7	Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Municipal Planning	To ensure progressive compliance with institutional and governance requirements	Undertake developmental business planning and streamline business processes to meet with all statutory requirements

Ref	National Key Performance Area	National Priorities (NDP)	Provincial Priorities (PGDS)	District Priorities	Strategic Objectives	Strategies
ENGINEERING SERVICES						

ENG1	Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Municipal Planning	To ensure progressive compliance with institutional and governance requirements by 2020	Undertake developmental business planning and streamline business processes to meet with all statutory requirements
ENG2	Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Institutional Governance	To ensure progressive compliance with institutional and governance requirements by 2020	Review bylaws in line with legislative requirements
ENG3	Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	To actively source and secure alternative funding for IDP projects
ENG4	Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Manage the department within the budgetary and policy frameworks of the municipality
ENG5	Good Governance and Public Participation	Inclusive planning	Spatial Equity	Social Facilitation and Development	To ensure progressive compliance with institutional and governance requirements by 2020	To promote public participation through effective consultation
ENG6	Local Economic Development	Create Jobs	Job Creation	Economic Development	To facilitate, encourage and support the development of an enabling environment for LED and job creation.	Application of labor intensive methods in construction projects
ENG7	Basic Service Delivery	Expand infrastructure	Strategic Infrastructure	Integrated Service Delivery	To ensure access to basic water and sanitation to community members within Amajuba district.	Implementation of all water and sanitation projects within the available budget
ENG8	Basic Service Delivery	Inclusive planning	Spatial Equity	Municipal Planning	To ensure access to basic water and sanitation to community members within Amajuba district by 2016	Review of all relevant sector plans

Ref	National Key Performance Area	National Priorities (NDP)	Provincial Priorities (PGDS)	District Priority	Strategic Objectives	Strategies
PLANNING AND DEVELOPMENT SERVICES						
P&D1	Municipal Institutional Development and Transformation	Expand infrastructure	Strategic Infrastructure	Integrated Service Delivery	To Achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	To use Information Technology to support the municipality in achieving it's goals and objectives
P&D2	Local Economic Development	Create Jobs	Job Creation	Economic Development	To facilitate, coordinate, encourage and support the development of an enabling environment for LED and job creation	Implementation of the strategic thrusts contained in the LED Strategy
P&D3	Good Governance and Public Participation	Inclusive planning	Governance and Policy	Integrated Service Delivery	To achieve sound governance, management, administration and equity within Amajuba district in	Governance, Policy and Municipal Planning

					line with organized local government guidelines	
P&D4	Good Governance and Public Participation	Inclusive planning	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Governance, Policy and Municipal Planning
P&D5	Spatial Planning and Environmental Management	Inclusive planning	Spatial Equity	Municipal Planning	To facilitate and encourage Land Use Management and geographic information systems	Implement Land use management and geographic information systems
P&D6	Spatial Planning and Environmental Management	Use resources properly (Low-Carbon Energy)	Respond to Climate change	Environmental Management	To promote the development of a safe and healthy environment in line with applicable legislation	Enforce Environmental Management legislation
P&D7	Spatial Planning and Environmental Management	Use resources properly (Low-Carbon Energy)	Respond to Climate change	Air Quality Management	To promote the development of a safe and healthy environment in line with applicable legislation	Enforce Environmental Management and Air quality legislation
P&D8	Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Manage the department within the budgetary and policy frameworks of the municipality

Ref	National Key Performance Area	National Priorities (NDP)	Provincial Priorities (PGDS)	District Priorities	Strategic Objectives	Strategies
COMMUNITY SERVICES						
COM1	Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Municipal Planning	To ensure progressive compliance with institutional and governance requirements by 2020	Undertake developmental business planning and streamline business processes to meet with all statutory requirements
COM2	Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Manage the department within the budgetary and policy frameworks of the municipality
COM3	Basic Service Delivery	Expand infrastructure	Strategic Infrastructure	Integrated Service Delivery	To coordinate provision of basic community infrastructure and services as per acceptable norms and standards	Functionality of District Disaster Management Centre

COM4	Basic Service Delivery	Expand infrastructure	Strategic Infrastructure	Integrated Service Delivery	To ensure progressive compliance with institutional and governance requirements	Establish and maintain a fully functional disaster management services
COM 5	Good Governance and Public Participation	Quality health care	Human and Community Development	Social Facilitation and Development	To ensure social cohesion and development within Amajuba district	Facilitate the implementation of the HIV & AIDS plan
COM6	Good Governance and Public Participation	Unite the nation	Human and Community Development	Social Facilitation and Development	To ensure social cohesion and development within Amajuba district	Facilitate programs that promote the rights of women, senior citizens, children and the disabled
COM7	Good Governance and Public Participation	Unite the nation	Human and Community Development	Social Facilitation and Development	To ensure social cohesion and development within Amajuba district	Facilitate arts and culture activities /programs in the Amajuba District
COM8	Local Economic Development	Create Jobs	Job Creation	Economic Development	To facilitate, encourage and support the development of an enabling environment for LED and job creation.	Create an enabling environment for job creation
COM9	Basic Service Delivery	Quality health care	Governance and Policy	Environmental management	To promote the development of a safe and healthy environment in line with applicable legislation	Enforce and implement MHS policies and regulations
COM10	Good Governance and Public Participation	Build a capable state	Human and Community Development	Social Facilitation and Development	To improve service delivery through implementation of Batho Pele principles.	Monitor the functionality of the Thusong Service Centre
COM11	Good Governance and Public Participation	Unite the nation	Human and Community Development	Social Facilitation and Development	To ensure social cohesion and development within Amajuba district	Facilitate the promotion of sport codes in identified areas and youth empowerment programs

Ref	National Key Performance Area	National Priorities	Provincial Priorities	District Priorities	Strategic Objectives	Strategies
CORPORATE SERVICES						
COR1	Municipal Institutional Development and Transformation	Inclusive planning	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Implementation of appropriate municipal governance and administration processes & systems and functionality thereof.
COR2	Municipal Institutional Development and Transformation	Inclusive planning	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers

COR3	Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Manage the organization within the budgetary and policy frameworks of the municipality
COR4	Good Governance and Public Participation	Inclusive planning	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Ensure preparation and timeous circulation of ExCo Agendas
COR5	Good Governance and Public Participation	Build a capable state	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Provision of Legal Support Services to protect organizational interest
COR6	Good Governance and Public Participation	Build a capable state	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Ensure preparation and timeous circulation of Council Agenda
COR8	Municipal Institutional Development and Transformation	Quality education	Human Resource Development	Institutional Governance	To ensure progressive compliance with institutional and governance requirements.	Provision of Adequate Human Capital
COR9	Municipal Institutional Development and Transformation	Build a capable state	Human Resource Development	Institutional Governance	To ensure progressive compliance with institutional and governance requirements.	Address skills and capacity building issues that affect development and functioning of the municipality
COR10	Municipal Institutional Development and Transformation	Inclusive planning	Governance and Policy	Institutional Governance	To ensure progressive compliance with institutional and governance requirements.	Compliance with Legislation and Proper Implementation of Policies and Procedures
COR11	Municipal Institutional Development and Transformation	Inclusive planning	Governance and Policy	Institutional Governance	To ensure progressive compliance with institutional and governance requirements.	Provision of Effective Industrial Relations
COR12	Good Governance and Public Participation	Inclusive planning	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Improve the Functionality of IGR for Amajuba District Family of Municipalities
COR13	Municipal Institutional Development and Transformation	Build a capable state	Human Resource Development	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Manage Time & Attendance of Staff for Value for Money
COR14	Good Governance and Public Participation	Inclusive planning	Governance and Policy	Institutional Governance	To ensure progressive compliance with institutional and governance requirements.	Provision of Council Property Maintenance

COR15	Good Governance and Public Participation	Build a capable state	Governance and Policy	Institutional Governance	To promote the development of a safe and healthy environment in line with the applicable legislation	Ensure Compliance with Health & Safety Standards
COR16	Good Governance and Public Participation	Fight corruption	Governance and Policy	Institutional Governance	To ensure progressive compliance with institutional and governance requirements.	Ensure Security and Safety of ADM Human Capital and Property

7.4.1. Key Challenges and Solutions

In pursuit of developing the District municipality and the communities that reside within its jurisdiction it is crucial to assess the situations that hinder the objects of the DM. Hence, the table below outlines the identified challenges the DM faces and the possible solutions to such challenges.

The following issues were identified as part of the IDP review and confirmed with councillors and management, namely:

Table 27: Key Challenges

National KPA	Key Challenge	Solution
Basic Service Delivery	Poor access to basic services is a major barrier to the achievement of economic development and an improved quality of life.	Provision of capacity or technical support by Sector Departments. More funding is required for basic services. Projects to be completed on time.
	Limited experience regarding the alignment of approved strategies and plans to budgets especially with line departments. Insufficient grant funding for capital projects. Dealing with the moving target for backlogs figures.	Provision of capacity or technical support by Sector Departments, and proper internal coordination of budgeting process. More training is needed for scarce skills ie Engineering.
Municipal Institutional Transformation and Development	Limited success in connecting outputs, results and outcomes to the performance management system (with insufficient annual financial allocations)	Implementation of proper action plans and strict budgeting adherence with consistence monitoring and evaluation.
Local Economic Development	Fragmented planning leads to fragmented budgeting and projects taking longer to complete. Lack of sufficient funding for LED projects. Poor conceptualization of LED projects.	Proper planning and budget controls need to be in place to ensure proper project implementation.
	Lack of information around manufacturing subsectors other than Textile	Prioritise and promote projects within the manufacturing sector. Diversification is the way to go
Municipal Financial Viability and Management	Challenges in the functioning of the Internal Audit and Audit Committee	Filling of the Audit Committee Vacant Position for Shared Service Arrangement
Good governance and Public Participation	IGR Structures not functioning. Lack of a vibrant War rooms. Lack of a coordinated structure for alignment of programs and projects within the family.	Commitment by ADM family of municipality to partake in enhancing communication with sectors, and participate in stakeholder programmes in ensuring achievement of key deliverables

	Capacity Building of the Ward Committees and strengthening the working relationship between Ward Committees and CDW's. Slow pace of service delivery which may spark service delivery protests. Failure of municipalities to obtain the clean audit from AG.	Commit to the function of Ward committee and CDW. Sector Dept to attend war rooms.
Spatial Development	Alignment and compliance of PDA and SPLUMA, ELM and DLM do not have capacity to implement. Dealing with the injustices of the apartheid planning. Poor planning for land reform projects. Continuous urban sprawling than compact settlements. Unplanned settlements due to lack of proactive planning.	Compliance with legislation and alignment with SPLUMA Strengthening and maximize the Shared Service Agreement. Regionalize some of the Provincial Offices ie DMR

7.5. MTREF Service Delivery and Budget Implementation Plan 2014/17

MTREF 2014-2017 SERVICE DELIVERY PROGRAMME - FINS													
National Key Performance Areas	IDP Project/ Programme	Indicators				Source of Funding	Vote Number	Targets					
		Activities/ Processes/ Systems	Outputs	Outcomes	Impacts			2014/2015		2015/2016		2016/2017	
								Target	Budget	Target	Budget	Target	Budget
Basic Service Delivery	Update of indigent register	Consultation of ward cllrs and committees; Advertise	Updated indigent register	Access to services for those who cannot afford services	Sustained service delivery	opex	n/a	Indigent register updated by 31 December	-	Indigent register updated by 31 December	-	Indigent register updated by 31 December	-
	Monitor and evaluate implementation of Engs capital projects	Engs Accountant reconcile cap exp report with sect 71 reports on monthly basis; Reconciled report discussed with MM and CFO	Capital projects performed per B/p and within approved available budget	Accountability; Value for money	Reduced basic service delivery backlog	CapEx	9503/ (9522) (9399) (9525) (9526) (9545)/ 9501	100%	-	100%	-	100%	-
andTransformation Municipal Institutional Development	Implementation of Standard Chart Of Accounts (SCOA)	Set-up SCOA steering committee; Compile and approve implementation plan	Chart of Accounts implemented	Compliance with regulation of SCOA	Standardised reporting to National Treasury	OpEx		All phases implemented 100%	-	M & E	-	M & E	-
Management Municipal Financial Viability and	Adjustment budget 2014/2015	Assessment of the SDBIP; Adjustment of the budget at departmental level; Development of adjustment budget	Adjustment budget approved by Council	Budget monitoring	Reduced variances in spending	OpEx	n/a	Approved by Council 28 February	-	Approved by Council 28 February	-	Approved by Council 28 February	-

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	Quarterly Financial Statements 2014/2015	Ensure monthly reconciliations are done timeously	Quarterly Financial Statements submitted to AC	Improved management reporting	Accurate financial statements			Quarterly Financial Statements submitted to AC	-	Quarterly Financial Statements submitted to AC	-	Quarterly Financial Statements submitted to AC	-
	Annual Financial Statements 2013/2014	Preparation of Statement of Financial Position, Cash Flow Statement and Trial Balance; Finalise Fixed Asset Register; Audit AFS; Submit AFS to Audit Committee for review	GRAP compliant AFS submitted to AG	Clean audit opinion	Service delivery according to 4Es (effectiveness, efficiency, economy and equity)	OpEx	n/a	Submitted to AG by 31 August	-	Submitted to AG by 31 August	-	Submitted to AG by 31 August	-
	Fixed Asset Register	Physical verification of all assets	Updated Fixed Asset Register	Improved management of fixed assets	Accurate financial statements			Quarterly Updates Fixed Asset Register	-	Quarterly Updates Fixed Asset Register	-	Quarterly Updates Fixed Asset Register	-
	Legislative reconciliations	Capturing of all transaction on the system; Ensure month-end runs are done timeously	All control and suspense accounts reconciled	Improved management reporting	Strengthened internal controls; Risk management and Governance								
	SCM Monitoring and Reporting	Capturing of all transaction on the system; Ensure month-end runs are done timeously	SCM Policy Implementation Reports submitted to Council	Improved management of procurement processes	Strengthened internal controls; Risk management and Governance			4	-	4	-	4	-

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	Procurement Plan	Departmental submissions; Review and consolidation; Submission	Procurement Plan submitted to MM	Improved management of procurement processes	Strengthened internal controls; Risk management and Governance			Proc Plan submitted to MM by 30 Sept 2014	-	Proc Plan submitted to MM by 30 Sept 2014	-	Proc Plan submitted to MM by 30 Sept 2014	-
	Deviations Management	Compile deviation register; monitor all deviations	Deviations reduced	Improved management of procurement processes	Strengthened internal controls; Risk management and Governance			100% reduction	-	100% reduction	-	100% reduction	-
Participation Good Governance and Public	Review of Budget related policies	Review current policies in line with Treasury norms and standards	Budget related policies reviewed	Compliance with budget and reporting regulations	Credible budget figures			Reviewed by 31 March 2015	-	Reviewed by 31 March 2016	-	Reviewed by 31 March 2017	-
	IDP and Budget Roadshows	Roadshows / Workshops	Roadshows and Meetings as per IDP Framework & Process Plan	Transparent process	Informed Community			4	-	4	-	4	-

MTREF 2014-2017 SERVICE DELIVERY PROGRAMME - DTES

National Key Performance Areas	IDP Project/ Programme	Indicators				Source of Funding	Vote Number	Targets					
		Activities/ Processes/ Systems	Outputs	Outcomes	Impacts			2014/2015		2015/2016		2016/2017	
								Target	Budget	Target	Budget	Target	Budget
Basic Service Delivery	Emadlangeni Sanitation	Plan for project implementation, Erect VIP sanitation units, Quality monitoring.	Number of households to be served -6975 HH's	To provide HH with adequate sanitation facilities, Eradicate sanitation backlogs.	To improve overall sanitation health and hygiene to households of Emadlangeni, Job creation.	MIG	9503/9517/9501	1756	R 12 993 892,00	1638	R 12 121 000,00	1055	R 7 593 354,00

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Buffalo Flats Sanitation	Plan for project implementation, Appoint Contractor, Manage Project, Quality monitoring.	Provide 4635 HH with safe basic water.	Provide HH with basic water services, Eradicate Water backlogs	Improved quality of drinking water, Improved health and hygiene, Job creation.	MIG	9503/9522/9501	624	R 6 863 054,00				
Buffalo Flats Sanitation	Plan for project implementation, Erect VIP sanitation units, Quality monitoring.	Number of households to be served -17 235 HH's	To provide HH with adequate sanitation facilities, Eradicate sanitation backlogs.	To improve overall sanitation health and hygiene to households of Dannhauser, Job creation.	MIG	9503/9524/9501	2664	R 19 710 554,00	3590	R 26 563 950,00	2136,9	R 15 813 158,00
Emadlangeni Rural Water Supply (Dev. of Water Sources)	Undertake a geohydrosensus assessment, Refurbishment of existing boreholes, Drilling of new boreholes.	Provide primary water services for 5194 Households.	Provide households with safe drinking water, Backlog eradication	Improved quality of drinking water, Improved health and hygiene, Job creation.	MWIG	9503/9525/9501	1730	R 5 399 120,00	0			
Emadlangeni Rural Water Supply (Network Reticulations)	Project planning and design, Procurement of suitable contractor, Manage Project, Quality monitoring.	Construct water reticulation system to supply 4635 HH with safe basic water.	Provide HH with basic water services, Eradicate Water backlogs	Improved quality of drinking water, Improved health and hygiene, Job creation.	MWIG	9503/9526/9501	331	R 6 640 880,00	563	R 11 296 250,00	0	
Buffalo Flats Water Supply Ph4 (Ph 1 t o3 Infills)	Undertake feasibility study and secure funding based backlogs	Pipeline extensions to provide new additional households with standpipes within 200m radius	Provide HH with basic water services that comply with minimum standards for basic water services, Eradicate Water backlogs	Improved quality of drinking water, Improved health and hygiene, Job creation.	MWIG	9503/9526/9501			682	R 8 528 750,00	462	R 5 780 551,00
Buffalo Flats WCDM Ph2	Undertake feasibility study and secure funding based on water loss	reduce water loss	reduce water loss to below 5 % -to NO DROP status	No drop status	MWIG	9503/9526/9501					1731,935	R 9 352 449,00

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Water Tankering Service	transport water to rural communities	Water production - Clean water	access to water	sustainable services to communities within ADM WSA	Internal Funding	0331/3695/0000	roster	R 1 500 000,00	roster	R 1 500 000,00	roster	R 1 500 000,00
Provision of Desludging service to households	emptying of septic tanks	Waste production - environmentally friendly effluent	access to decent sanitation	sustainable services to communities within ADM WSA	Internal Funding	0331/3861/0000	number of loads	R 1 500 000,00	number of loads	R 1 500 000,00	number of loads	R 1 500 000,00
Repair of burst pipes	complaints register, identify problem, assess it and attend to it	Water production - Clean water	increase lifespan of water infrastructure	Achieve blue drop status and sustainable services to communities within ADM WSA	Internal Funding	0331/4547/0000	number of complaints	R 1 500 000,00	number of complaints	R 1 500 000,00	number of complaints	R 1 500 000,00
Sewer spillages attended	complaints register, identify problem, assess it and attend to it	reduced sewer spillages	increase lifespan of sewer infrastructure	Achieve green drop status and sustainable services to communities within ADM WSA	Internal Funding	0331/4547/0000	number of complaints	R 1 500 000,00	number of complaints	R 1 500 000,00	number of complaints	R 1 500 000,00
Assessment of rural roads within the Amajuba jurisdiction (Rural Transport Services and Infrastructure)	Undertake detailed assessment of status of rural roads infrastructure within Amajuba DM	Compile detailed technical master plan assessment report in order to set up an asset management system for rural road infrastructure.	Improve transport sector plan that would enable the district to properly plan for the maintenance of rural roads.	Establish Conducive transport system to the communities within ADM	DOT	9599/9545/9501	Number of assessment reports	R 2 020 000,00	Number of assessment reports	R 2 051 000,00	Number of assessment reports	R 2 132 000,00

MTREF 2014-2017 SERVICE DELIVERY PROGRAMME - DPED

National Key Performance Areas	IDP Project/ Programme	Indicators				Source of Funding	Vote Number	Targets					
		Activities/ Processes/ Systems	Outputs	Outcomes	Impacts			2014/2015		2015/2016		2016/2017	
								Target	Budget	Target	Budget	Target	Budget

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Municipal Institutional Development and Transformation	IT Operations	Replace anti-virus software; Replace firewall	Security	Maintain Information Security; Adequate IT infrastructure;	Access to Information Technology	OPEX	ADM / Personnel	Implemented Web Filtering Software; Implemented Anti-Virus Software;	R O	Maintain security software (Antivirus and firewall) as and when required	R O	Maintain security software (Antivirus and firewall) as and when required	R O
		Perform Back-Ups	Business Continuity (DR)					Successfully completed 12 tape backups of designated information;		Successfully completed 12 tape backups of designated information;		Successfully completed 12 tape backups of designated information;	
		Maintain networks and Desktop support	Information Systems Access					Provide desktop and network support and maintenance as and when required		Provide desktop and network support and maintenance as and when required		Provide desktop and network support and maintenance as and when required	

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		Maintain server infrastructure and facilities	Information Storage					Perform server and facilities maintenance as and when required		Perform server and facilities maintenance as and when required		Perform server and facilities maintenance as and when required	
		Obtain and implement disaster recovery software	Improved disaster recovery					Installed and implemented soft-ware		Installed and implemented soft-ware		Installed and implemented soft-ware	
	IT Projects	Monitor the SLA for the provision of the e-mail security service	Managed e-mail services			ADM	0201/3654/0000	All sent and received emails are archived	R 120 000	All sent and received emails are archived	R 126 000	All sent and received emails are archived	R 55 125
		Obtain and implement network security software	Improved network security software	Improved IT infrastructure Maintain Information Security; Adequate IT infrastructure;	Access to Information Technology Access to Information Technology	ADM	0201/3654/0000	Installed and implemented soft-ware	R 100 000	Installed and implemented soft-ware	R 105 000	Installed and implemented soft-ware	R 132 300
		Monitor the SLA for the provision of WAN	WAN			ADM	0201/3654/0000	99% availability of WAN services	R 500 000	99% availability of WAN services	R 525 000	99% availability of WAN services	R 110 250
		Perform Back-Ups	Business Continuity (DR)	Maintain Information Security; Adequate IT infrastructure; Conducive environment for economic activities to	Access to Information Technology Capacity building for	ADM	0201/3654/0000	12 monthly backup to tape	R 20 000	12 monthly backup to tape	R 21 000	12 monthly backup to tape	R 551 250

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		Liaise with Sector Departments	Number of Workshops conducted	take place and reduction in poverty. Businesses retention and SMME development	emerging farmers	ADM	ADM / Personnel	3	R 0	3	R 0	3	R 22 050
Local Economic Development	Agric Development Support	Invite emerging farmers for workshops	Number of Workshops conducted External funds received	Conducive environment for economic activities to take place and reduction in poverty. Businesses retention and SMME development Projects alignment; Conducive environment for economic activities to take place and reduction in poverty. Businesses retention and SMME development	Capacity building for emerging farmers Reduced unemployment and poverty	ADM Opex	ADM / Personnel ADM / Personnel	3 R 5 000 000	R 0 -	3 -	R 0 -	3 -	R 0
		Prepare and coordinate funding applications.											
	LED Agriculture	Meetings and engagements with sector departments	Facilitation of Grain Crops projects	Projects alignment; Conducive environment for economic activities to take place and reduction in poverty. Businesses retention and SMME development Commodities to sell and decreased dependence on state funding	Reduced unemployment and poverty Creation of jobs and reduction of poverty	Opex COGTA	ADM / Personnel 0201/0727/0000	4 meetings	-	4 meetings	-	4 meetings	-
		Meetings and engagements with sector departments Identify projects to be implemented from PoCo list	Facilitation of Vegetables programmes					4 meetings	-	4 meetings	-	4 meetings	-
			Number of agric projects implemented					2	R 5 000 000	4		6	-
		Requisition of planting inputs from SCM	Number of agric projects implemented Number of Agric Working Committee meetings	Commodities to sell and decreased dependence on state funding Creation of a platform for farmers to plan, discuss challenges, receive assistance and guidance regarding their challenges	Creation of jobs and reduction of poverty Capacity building	COGTA ADM	0201/0727/0000 0201/3701/000	2 1	R 5 000 000 500000	4 1	55000	6 1	
		Creating database for emerging farmers and farmers associations											

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		Creating database for emerging farmers and farmers associations Submit list of prioritised projects to PoCo				ADM	Opex	3	R 0	3	R 0	3	575000
	Agric Capacity Building	Creating database for emerging farmers and farmers associations Submit list of prioritised projects to PoCo Identify projects from prioritised list	Number of Agric Working Committee meetings Number of successful funding applications for Poverty Alleviation Projects	Creation of a platform for farmers to plan, discuss challenges, receive assistance and guidance regarding their challenges Conducive environment for economic activities to take place; Alignment of planning and implementation; Businesses retention and SMME development	Capacity building Reduced unemployment and poverty	ADM ADM (OPEX)	Opex ADM / Personnel	3 2	R 0 -	3 2	R 0 -	3 2	R 0
	Poverty Alleviation Projects	Identify projects from prioritised list Presentation to potential funders Identify projects from prioritised list Presentation to potential funders Hold Stakeholder Engagement Meetings with Sector Departments and Sukuma Sakhe Revival of Poverty Alleviation Committee Identify projects to be implemented from PoCo list	Number of successful funding applications for Poverty Alleviation Projects Number of meetings attended	Conducive environment for economic activities to take place; Alignment of planning and implementation; Businesses retention and SMME development Alignment of resources	Reduced unemployment and poverty Reduced Poverty	ADM (OPEX) ADM OPEX	ADM / Personnel ADM / Personnel	2 4	- 0	2 4	- 0	2 4	-
		Identify projects to be implemented from PoCo list	Number of meetings held	Coordination of resources	Reduced Poverty	ADM OPEX	ADM / Personnel	3	0	3	0	3	0

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		Requisition of planting inputs from SCM	Number of manufacturing projects implemented	Commodities to sell and decreased dependence on state funding	Creation of jobs and reduction of poverty	ADM	0201/3700/0000	2	R 500 000	3	R 550 000	3	0
Implementation of Manufacturing Projects	Submit list of prioritised projects to PoCo	Number of manufacturing projects implemented	Commodities to sell and decreased dependence on state funding	Conducive environment for economic activities to take place; Alignment of planning and implementation; Businesses retention and SMME development	Creation of jobs and reduction of poverty	ADM	0201/3700/0000	2	R 500 000	3	R 550 000	3	R 575 000
	Identify projects from prioritised list	Number of successful funding applications for manufacturing projects	Commodities to sell and decreased dependence on state funding	Conducive environment for economic activities to take place; Alignment of planning and implementation; Businesses retention and SMME development	Reduced unemployment and poverty	ADM (OPEX)	n/a	2	-	2	-	2	-
	Hold Stakeholder Engagement Meetings	Number of successful funding applications for manufacturing projects	Conducive environment for economic activities to take place; Alignment of planning and implementation; Businesses retention and SMME development	Reduced unemployment and poverty	ADM (OPEX)	n/a	2	-	2	-	2	-	-
	Presentation to potential funders	Number of successful workshops for manufacturing projects	Conducive environment for economic activities to take place; Alignment of planning and implementation; Businesses retention and SMME development	Reduced unemployment and poverty	ADM (OPEX)	ADM / Personnel	4	0	4	0	4	0	-
	SMME Capacity Building Workshops	Number of successful workshops conducted	Conducive environment for economic activities to take place; Alignment of planning and implementation; Businesses retention and SMME development	Reduced unemployment and poverty	ADM (OPEX)	n/a	2	-	2	-	2	-	0
	Submit list of prioritised projects to PoCo	Number of successful funding applications for Rural Development Projects	Conducive environment for economic activities to take place; Alignment of planning and implementation; Businesses retention and SMME development	Reduced unemployment and poverty	ADM (OPEX)	n/a	2	-	2	-	2	-	0
	Identify projects from prioritised list	Number of successful funding applications for Rural Development Projects	Conducive environment for economic activities to take place; Alignment of planning and implementation; Businesses retention and SMME development	Reduced unemployment and poverty	ADM (OPEX)	n/a	2	-	2	-	2	-	0
Rural Development	Hold Stakeholder Engagement Meetings	Number of successful funding	Conducive environment for economic activities to	Reduced unemployment	ADM (OPEX)	n/a	0201/3682/0000	2	-	2	-	2	-

		Presentation to potential funders	applications for Rural Development Projects	take place; Alignment of planning and implementation; Businesses retention and SMME development	nt and poverty Creation of jobs and reduction of poverty								
		Facilitation of Livestock Programmes	Number of projects implemented	Emerging Farmers Development									
		Identify projects to be implemented from PoCo list											
		Requisition of planting inputs from SCM	Number of infrastructural projects implemented	Commodities to sell and decreased dependence on state funding	Creation of jobs and reduction of poverty	ADM	0201/3728/0000	3	R 800 000	4	R 1 000 000	6	350000
Implementation of Infrastructural Projects		Submit list of prioritised projects to PoCo	Number of infrastructural projects implemented	Commodities to sell and decreased dependence on state funding	Creation of jobs and reduction of poverty	ADM	0201/3728/0000	3	R 800 000	4	R 1 000 000	6	R 2 000 000
		Identify projects from prioritised list	Number of successful funding applications for infrastructural projects	Conducive environment for economic activities to take place; Alignment of planning and implementation; Businesses retention and SMME development	Reduced unemployment and poverty	ADM	n/a	2	-	2	-	2	-
Implementation of Infrastructural Projects		Identify projects from prioritised list	Number of successful funding applications for infrastructural projects	Conducive environment for economic activities to take place; Alignment of planning and implementation; Businesses retention and SMME development	Reduced unemployment and poverty	ADM	n/a	2	-	2	-	2	-
		Identify projects from prioritised list											
		Presentation to potential funders	Number of meetings held and attended	Improved Infrastructure Coordination	Availability of LED Infrastructure			4	0	4	0	4	
		Identify projects from prioritised list											
		Presentation to potential funders											
		Presentation to potential funders											
		Hold and Attend Stakeholder Engagement Meetings											

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		Presentation to potential funders Hold and Attend Stakeholder Engagement Meetings Develop Business Plan to attract funding											
		Development of prioritised projects from Tourism sector plan;	Business Plan	Established Agency	Employment Creation	ADM	0201/3710/0000	Approved Business Plan	R 1 500 000,00	Establishment of Agency	R 20 000 000	Establishment of Agency	0
	Establishment of a development Agency	Development of prioritised projects from Tourism sector plan; Apply for co-funding to develop business plan	Number of projects implemented; Ensure proper coordination and facilitation of Tourism Development	Conducive environment for economic activities to take place	Reduced unemployment	ADM /	0201/3678/000	1	R 100 000	2	R 150 000	2	R 2 000 000
	Tourism Strategy	Development of prioritised projects from Tourism sector plan; Apply for co-funding to develop business plan Coordinate Amajuba Tourism Development and marketing issues	Number of projects implemented; Ensure proper coordination and facilitation of Tourism Development Number of successful funding applications	Conducive environment for economic activities to take place Developed Business Plan	Reduced unemployment Employment Creation	ADM / Gov Depts; Private Sector	0201/3678/000 Opex	1 1	R 100 000 R 0	2 Implementation of Business Plan	R 150 000 R 2 000 000	2 Implementation of Business Plan	R 200 000
		Coordinate District Tourism event's calendar	Number of Tourism Forum meetings	Platform for information sharing and dissemination	Sustainable development	OPEX	ADM Personnel	4		4		4	R 2 000 000
	Amajuba Tourism Forum	Engage with Events Organisers	Number of Coordinated events ; Destination awareness	Conducive environment for economic activities to take place; increased tourists numbers	Increased Destination Awareness	OPEX	ADM Personnel	2		2		2	

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		Representation at trade and consumer shows											
	Tourism Development & Marketing	Development of marketing material	Number of Coordinated events ; Destination awareness Promotion of tourism attractions	Conducive environment for economic activities to take place; increased tourists numbers Upgraded signs	Increased Destination Awareness Improved navigation	OPEX ADM	ADM Personnel 0201/3716/0000	2 10	R 50 000	2 5	R 52 950	2 5	
		Inventory list of signs to be upgraded											
		Maintenance of signs											
	Tourism Signage Maintenance	Awareness Workshops	Promotion of tourism attractions Number of Workshops conducted	Upgraded signs Capacitated Community	Improved navigation Employment Creation	ADM ADM / Govt Depts	0201/3716/0000 Opex	10 2	R 50 000 R 0	5 2	R 52 950 R 0	5 2	R 55 000
		Implement IDP Framework and Process Plan											
		Implement IDP Framework and Process Plan Roadshows / Workshops	Final IDP approved by Council	Implementable IDP	Integrated Development	ADM	Opex	Final IDP review approved by Council by 31 May	R 0	Final IDP review approved by Council by 31 May	R 0	Final IDP review approved by Council by 31 May	R 0
Good Governance and Public Participation	IDP Review as per Legislative Requirements	Implement IDP Framework and Process Plan Roadshows / Workshops Data Capturing	Council Approved Framework Plan	Successful review of IDP	Integrated Development	ADM	Opex ADM / Personnel	Approval and implementation of ADM IDP Framework by 31 July	R 0	Approval and implementation of ADM IDP Framework by 31 July	R 0	Approval and implementation of ADM IDP Framework by 31 July	R 0
			Functional IDP Fora : 3 IDP RF and 4 IDPSC	Integrated planning	Integrated Development	ADM		Approval and implementation of ADM		Approval and implementation of ADM		Approval and implementation of ADM	

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			Submission of Draft and Final IDP to COGTA	Compliance with legislative requirements	Integrated Development	ADM		IDP Framework by 31 July 4 Roadshows		IDP Framework by 31 July 4 Roadshows		ADM IDP Framework by 31 July 4 Roadshows	
			Number of Roadshows and Meetings as per IDP Framework & Process Plan	Transparent process	Informed Community	ADM							
	IDP Review as per Legislative Requirements	Data Analysis	Update of all base spatial data focused on land use management	Essential data sets placed on GIS in order to conduct land use management analysis	Informed Decision Making using Spatial Information	OPEX		Updated cadastral data sets; projects and development applications		Updated cadastral data sets; projects and development applications		Updated cadastral data sets; projects and development applications	
Spatial Planning and Environmental Management	GIS	Maintenance of GIS Data	Production of reliable spatial information as per requests received	Functional spatial information system to support service delivery	Informed Decision Making using Spatial Information	OPEX	ADM / Personnel 0201/3683/0000	2 days	R 0	2 days	R 0	2 days	R 0
		Web Hosting	Update of all cadastral spatial data sets inclusive of applicable valuation rolls	Ensuring the ownership and land use of cadastral parcel is valid and relevant	Informed Decision Making using Spatial Information	OPEX		Updated valuation rolls	R 0	Updated valuation rolls	R 0	Updated valuation rolls	R 0
		Process and or issue emission licences,	Managing SLA	Online GIS Web Portal available on the Intranet and the Internet	Informed Decision Making using Spatial Information	ADM		96% Availability of GIS Web Service	R 100 000	96% Availability of GIS Web Service	R 100 000	96% Availability of GIS Web Service	R 150 000
	GIS	Monitor Ambient Air Quality	Assessment of air emission licence application	Issuing or non-issuing of Atmospheric emission licences	Improved ambient air quality	OPEX	ADM Personnel	Turnaround time. Complex application 3months. Medium	OPEX	Turnaround time. Complex application 3months. Medium	OPEX	Turnaround time. Complex application	

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								Complexity: two months. Routine application on one month.		Complexity: two months. Routine application on one month.		3 months. Medium Complexity: two months. Routine application one month.	
		Compliance monitoring and Enforcement	Routine inspections, sampling	Identification of pollution hotspots or ambient standards exceedences	Improved ambient air quality	OPEX	ADM Personnel	12 inspections	OPEX	12 inspections	OPEX	12 inspections	OPEX
		National Atmospheric Emission Inventory System reporting	Monitor industrial emission	Controlled industrial emissions	Improved ambient air quality	OPEX	ADM Personnel	4	OPEX	4	OPEX	4	OPEX
	Air Quality Management	Development of district air Quality management plan	District emission inventory	National Air Quality monitoring	Improved ambient air quality	OPEX	ADM Personnel	1	OPEX	1	OPEX	1	OPEX
		Develop climate change policy	Development of district emission inventory,	AQMP	Improved ambient air quality	ADM	0201/3647/0000	End of third quarter	R 800 000	Implementation of AQMP	R 880 000	Implementation of AQMP	OPEX
		Review of Integrated Waste Management Plan	Climate change awareness and response	Climate change policy	Improved response to climate change	OPEX	ADM Personnel	4th quarter	OPEX	Implementation	OPEX	Implementation	R 880 000
		Monitor pollution	Updated waste management plan	IWMP	Improved waste management	OPEX	ADM Personnel	Source funding	OPEX	Implementation	R 500 000	Implementation	OPEX
		Assess applications	Compliance correspondence	Responsiveness to pollution and environmental protection	Reduction of pollution incidences	OPEX	ADM personnel	4	OPEX	4	OPEX	4	R 500 000

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	Develop Climate Change Strategy/Policy	Environmental Awareness Campaign	Comments on development application	Environmental protection	Sustainable development	OPEX	ADM Personnel	Turnaround time 60days	OPEX	Turnaround time 60days	OPEX	Turnaround time 60days	OPEX
	Waste Management Planning & Monitoring	Coordinate environmental management issues	Environmental Awareness Programmes	Environmental awareness	Environmentally educated community	OPEX	ADM Personnel	4	OPEX	4	OPEX	4	OPEX
	Pollution control and Environmental Protection	Assess applications	Platform for information sharing and dissemination	Cooperative governance	Sustainable development and	OPEX	ADM Personnel	4	OPEX	4	OPEX	4	OPEX
	Evaluate Land Development Application	Environmental Awareness Campaign	Comments on development application	Environmental protection	Sustainable development	OPEX	ADM Personnel	Turnaround time 60days	OPEX	Turnaround time 60days	OPEX	Turnaround time 60days	OPEX
	Environmental Education	Coordinate environmental management issues	Environmental Awareness Programmes	Environmental awareness	Environmentally educated community	OPEX	ADM Personnel	4	OPEX	4	OPEX	4	OPEX
	Amajuba District Committee for Environmental Coordination		Platform for information sharing and dissemination	Cooperative governance	Sustainable development and	OPEX	ADM Personnel	4	OPEX	4	OPEX	4	OPEX

MTREF 2014-2017 SERVICE DELIVERY PROGRAMME - DCOMS													
National Key Performance Areas	IDP Project/ Programme	Indicators				Source of Funding	Vote Number	Targets					
		Activities/ Processes/ Systems	Outputs	Outcomes	Impacts			2015/2016		2016/2017		2017/2018	
								Target	Budget	Target	Budget	Target	Budget
Basic Service delivery	Water Quality Monitoring	Workload completed (%)	120	0	Number of water samples taken	Equitable Share	0101/3648/0000	30		30		30	
	Food Control	Workload completed (%)	40	0	Number of food samples taken	Equitable Share		10		10		10	
	Health & Hygiene Education	Workload completed (%)	4	0	Number health and hygiene	Equitable Share		1		1		1	

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					education reports								
	Communicable Disease Control	Incidence (per condition) per annum	?	0	Number of notifications received and reports submitted	Equitable Share		60		60		60	
	Food Control	Workload completed (%)	1288 (322 X 4)	75%	Number of "Certificates of Acceptability" issued and reports submitted	Equitable Share		150		150		150	
		Complaints dealt with	120	0	Complaints register and reports submitted	Equitable Share		30		30		30	
Basic Service delivery	Disaster Management Capacity Building	Number of Disaster Management (DM) Workshops facilitated	10	0	Number of Disaster Management (DM) Workshops	ADM	0104/3686/0000	3	R 12 500	3	R 12 500	3	R 12 500
	Disaster Management Implementation	Number of District Disaster Management Advisory Forum (DDMAF) meetings held	4	0	Number of District Disaster Management Advisory Forum (DDMAF) meetings		0104/3687/0000	1	R 12 500	1	R 12 500	1	R 12 500
		Number of Technical Task Team (TTT) meetings held	3	1	Number of Technical Task Team (TTT) meetings			1		1			
		Number of Practitioners meetings held	12	0	Number of Practitioners meetings			3		3		3	
	Disaster Management Relief Intervention	Number of stock acquired	1	0	Number of stock		0104/3688/0000	1	R 1 000 000	-	-	-	-
	Disaster Mangement	Number of firebreaks created	1	0	Number of firebreaks		0104/3715/0000	-	R 4 500	-	R 184 500	-	R 4 500

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	Prevention Programme	Number of Awareness Campaigns conducted	6	6	Number of Awareness Campaigns			3		3		3	
		Number of Lightning Conductors installed	0	8	Number of Lightning Conductors			-		12		-	
	Disaster Mangement Volunteer & Interns	Number of volunteers activated	39	1	Number of volunteers		0104/3727/0000	33	R 107 500	33	R 177 500	33	R 107 500
		Number of Interns appointed	new project	0	Number of Interns			2		2		2	
		Number of PPE procured	0	39	Number of PPE			-		35		-	
Local Economic Development	Recruitment of EPWP contract employees	Community Care-givers	34 CCgs employed	Job creation	Poverty alleviation & social services	Public Works							
Good Governance & Public Participation		Co-ordination	Co-ordination	Disability forum established	Improved communication & intergovernmental relations								
				Social Development and Special Programmes activities at Local Municipality and Stakeholder's level established									
				Established District Children's Forum									
				Children's Rights & Protection Programmes underway									
				Re-Launch of the District Senior Citizens Forum									
				Golden Wednesdays; Golden Games, Active Aging, Healthy lifestyle									

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				District Arts and Culture Coordinating Committee running									
				Performing arts and craft development; Exhibitions and competitions									
				Establishment of District Gender Forum									
				Gender Programmes: Women empowerment and skills development; Gender equity campaign; Gender and domestic violence running									
				Youth Development Programmes running									
				District HIV and AIDS Council Programmes integrated									
	Amajuba & SALGA games	Co-ordinate district sports codes	Co-ordination & finance	Formation of district sports teams to compete in SALGA games	Sports development								
Integrated planning & spatial land use	Provide decent burial land	Co-ordination	HR	Locating suitable cemetery sites	Controlled & regulated burial land	0							
	Monitor & regulate public passenger transport			Regulated public passenger transport	Controlled & regulated public transport								
	Ensure proper functioning & sustainability of sports complex			Proper management & usage of the centre	effective & efficient management and usage of the complex								

CORPORATE SERVICES MTREF SDBIP 2014-2017

National Key Performance Area	Key Performance Indicator						Source of Funding	Vote Number	MTEF Annual Targets					
	Activities/ Processes/ Systems	Measurable Outputs	Measurement Unit	Impacts	Reporting Period	Portfolio of Evidence			2014/2015		2015/2016		2016/2017	
									Target	Budget	Target	Budget	Target	Budget
Municipal Institutional Development & Transformation	Functional Corporate Services Portfolio Committee	Corporate Services Portfolio Committee Meetings	Number of Corporate Services Portfolio Committee Meetings Convened	To update Portfolio Committee of Progress in Implementing departmental functions	Quarterly	Attendance Register and Minutes	N/A	N/A	4	N/A	4	N/A	4	N/A
Municipal Institutional Development & Transformation	Functional Intergovernmental Relations	IGR District Area Corporate Services Meetings	Number of District Area Corporate Services Meetings Convened	To Attempt to Share Resources and Best Practices	Quarterly	Attendance Register and Minutes	N/A	N/A	4	N/A	4	N/A	4	N/A
	Departmental Staff Consultation	Corporate Services Departmental Staff Meetings	Number of Corporate Services Departmental Staff Meetings Convened	To Cultivate Teamwork & update Staff on Progress in Implementing departmental functions	Quarterly	Attendance Register and Minutes	N/A	N/A	4	N/A	4	N/A	4	N/A
Good Governance & Public Participation	Guideline for Dates of Meetings for 2014/15 F/Y	Schedule of ADM Meetings for 2014/15 F/Y	Approved Annual Schedule of Meetings for 2014/15 F/Y	To properly plan for all ADM meetings and avoid clashes	Quarter 1	Approved Schedule of Meetings	N/A	N/A	1	N/A	1	N/A	1	N/A
	Functional Executive Committee	ExCo Meetings	Number of ExCo Meetings Convened	Oversee Municipal Administration Performance Daily	Monthly	Attendance Register and Minutes	N/A	N/A	12	N/A	12	N/A	12	N/A
	Functional Council	Council Meetings	Number of Council Meetings Convened	To play oversight on the implementation of Municipal Budget, IDP and SDBIP	Quarterly	Attendance Register and Minutes	N/A	N/A	4	N/A	4	N/A	4	

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	Implementation of ExCo & Council Resolutions	Implementation of Tool to Monitor Implementation of ExCo & Council Resolutions	Submission of Report to ExCo & Council for Implementation of ExCo & Council Resolutions	To Report to ExCo & Council about Implementation of ExCo & Council Resolutions	Quarterly	Council Minutes Extract	N/A	N/A	4	N/A	4	N/A	4	N/A
	IGR Project	Implementation of IGR Expert Project	Reports for the Implementation of G&A Expert Project	To Improve the Functionality of IGR for Amajuba District Family of Municipalities	Quarterly	Report, Attendance Registers & Minutes	Cogta KZN Grant	0080/3864/0000	4	R 417 000	4	N/A	4	N/A
	Governance & Admin. Expert Project	Implementation of G&A Expert Project	Reports for the Implementation of G&A Expert Project	To Improve Governance & Admin procedures	Quarter 1, 2 & 3	Report	Cogta KZN Grant	0080/3731/0000	3	R 800 000	3	N/A	3	N/A
Municipal Institutional Development & Transformation	Ensure Proper Management of Records & EDMS	Operation & Functionality of EDMS	Reports on Operation & Functionality of EDMS	To ensure that Records are Kept Safe as Organisational Memory	Quarterly	List of Documents Captured on EDMS	Equitable Share	0080/3653/0000	4	R 290 000	4	N/A	4	N/A
	Reliable Printing Services	Provision of Printing Facilities	Supply Printing Facilities and Consumables	To Ensure Continuous Printing Services	Quarterly	List of Printing Machines with monthly payments and Documents for Purchasing Papers	Equitable Share	0080/3630/0000	4	R 78 000	4	N/A	4	N/A
	Signed Job Descriptions	Finalisation and Signing of All Job Descriptions	Number of Job Descriptions Signed in Line with Approved Organogram	To Ensure that ADM Staff Understand their Duties	Quarter 3	Report	N/A	N/A	1	N/A	1	N/A	1	N/A
	Provision of Adequate Human Capital	Filling of critical positions	Recruitment and Selection Report	To Procure Required Skills	Quarter 4	Report	Equitable Share	0080/3603/0000	1	R 200 000	1	N/A	1	N/A

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	Employee Wellness	Implementation of employee wellness programmes	Reports on implementation of employee wellness programmes	To attend to employee wellness	Quarterly	Report	Equitable Share	0080/3714/0000	4	R 80 000	4	N/A	4	N/A
	Sound Employee Relations	Arrange LLF Meetings	Number of Monthly LLF Meetings Convened	To Provide Effective Industrial Relations	Quarterly	Attendance Register and Minutes	N/A	N/A	10	N/A	10	N/A	10	N/A
Municipal Institutional Development & Transformation	Buildings Upkeep	Provision of Maintenance & Repairs to ADM Building in 4 Sites	Number of Maintenance & Repairs Attended against Reported	To Ensure that Buildings are In Good Order	Monthly	Report	Equitable Share	0080/3752/0000	12	R 300 000	4	N/A	4	N/A
	Reliable Telecommunication Services	Provision of Telecommunication Services	Number of Telephone Statements Produced each month for departments	To Ensure Continuous Communication	Monthly	Departmental Telephone Statements	Equitable Share	0080/3612/0000	12	R 895 000	4	N/A	4	N/A
	Physical Security Services	Provision of Security Services for ADM Sites	Number of Security Reports	To Ensure Security and Safety of ADM Assets & Environment	Monthly	Report	Equitable Share	0080/3635/0000	12	R4 500.000	12	N/A	12	N/A
	Controlled Access	Provision of Security System & Access Control	Number of Monthly Time and Attendance Reports Printed	To Control Access to ADM Main Building & Retrieve Time & Attendance Records	Monthly	Report	Equitable Share	0080/3915/0000	12	R 200 000	12	N/A	12	N/A
	Proper Fleet Management	Fleet Administration in terms of Internal Audit Recommendations	Updated Progress Report	To Ensure that ADM Vehicles are Managed properly	Quarterly	Report & Documents for Repairs & Services	Equitable Share	0080/3618/0000	4	R 650 000	4	N/A	4	N/A
Good Governance & Public Participation	Provision of Legal Support Services	Attend to Disciplinary Matters Referred to Legal Services	Number of Disciplinary Matters Finalised Against Referred	To Ensure that ADM Comply with Legislations	Quarterly	Report	Equitable Share	0080/3628/0000	4	R 100 000	4	4	4	N/A

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	Provision of Legal Support Services	Attend to Grievances/Disputes Matters Referred to Legal Services	Number of Grievances/Disputes Matters Finalised Against Referred	To Ensure that ADM Comply with Legislations	Quarterly	Report	Equitable Share	N/A	4	N/A	4	4	4	N/A
	Provision of Legal Support Services	Attend to Legal Matters against ADM Referred to Legal Services	Number of Legal Matters Against ADM Finalised Against Referred	To Ensure that ADM Interest is Defended	Quarterly	Report	Equitable Share	0080/3628/000	4	R 500 000	4	4	4	N/A
	Provision of Legal Support Services	Attend to Legal Matters Instituted by ADM Referred to Legal Services	Number of Legal Matters Against ADM Finalised Against Referred	To Ensure that ADM Interest is Defended	Quarterly	Report	Report	0080/3628/000	4	R 500 000	4	4	4	N/A
	Provision of Contract Services	Attend to Development of Contracts between ADM and Relevant Parties	Number of Contracts Developed	To Ensure that ADM Interest is Protected and Comply with Legislations	Quarterly	Report & Database of Contract Developed	N/A	N/A						N/A

8. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

8.1. Government Strategies

8.1.1. Millennium Development Goals

In September 2000 world leaders came together at United Nations Headquarters in New York to adopt the United Nations Millennium Declaration, committing their nations to a new global partnership to reduce extreme poverty and setting out a series of time-bound targets, with a deadline of 2015, which have become known as the Millennium Development Goals.

The eight Millennium Development Goals (MDG's), which range from halving extreme poverty to halting the spread of HIV/AIDS and providing universal primary education, all by the target date of 2015, form a blueprint agreed to by all the world's countries and all of the world's leading development institutions. They have galvanized unprecedented efforts to meet the needs of the world's poorest people.

This section of the IDP outlines the millennium development goals and their targets and analyses the progress made in the ADM in addressing these goals.

Table 28: Millennium Development Goals

MILLENNIUM GOAL	TARGET	ACTIONS REQUIRED
GOAL 1: ERADICATE EXTREME POVERTY & HUNGER	Target 1: Halve, between 1990 and 2015, the proportion of people whose income is less than \$1 a day	<ul style="list-style-type: none"> - Implementation of the LED plan and other LED-related sector plans - Implementation of LED Legacy/ Kick-start projects.
	Target 2: Achieve full and productive employment and decent work for all, including women and young people	<ul style="list-style-type: none"> - Implementation of the LED plan and other LED-related sector plans - Implementation of LED Legacy/ Kick-start projects. - Continued implementation of EPWP programme.
	Target 3: Halve, between 1990 and 2015, the proportion of people who suffer from hunger	<ul style="list-style-type: none"> - Implementation of the LED plan and other LED-related sector plans - Implementation of LED Legacy/ Kick-start projects. - Continued implementation of EPWP programme.
MILLENNIUM GOAL	TARGET	ACTIONS REQUIRED
GOAL 2: ACHIEVE UNIVERSAL PRIMARY EDUCATION	Target 1: Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling	<ul style="list-style-type: none"> - Continued liaison with Department of Education to ensure improved attendance levels.
MILLENNIUM GOAL	TARGET	ACTIONS REQUIRED
GOAL 3: PROMOTE GENDER EQUALITY AND EMPOWER WOMEN	Target 1: Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015	<ul style="list-style-type: none"> - Continued liaison with Department of Education to ensure improved attendance levels.
MILLENNIUM GOAL	TARGET	ACTIONS REQUIRED
GOAL 4: REDUCE CHILD MORTALITY	Target 1: Reduce by two thirds, between 1990 and 2015, the under-five mortality rate	<ul style="list-style-type: none"> - Strengthen education on growth monitoring. - Strengthen postnatal care at 6 weeks - Strengthen facility delivery. - Strengthen family oriented community services e.g. hand washing and oral rehydration. - Strengthen importance of breast feeding. - Strengthen importance of immunization. - Strengthen education on home accidents. - Strengthen intersectoral collaboration.

MILLENNIUM GOAL	TARGET	ACTIONS REQUIRED
GOAL 5: IMPROVE MATERNAL HEALTH	Target 1: Reduce by three quarters the maternal mortality ratio	<ul style="list-style-type: none"> - Strengthen education on cervical screening - Establish and strengthen high risk clinics. - Strengthen reporting of maternal deaths especial in the community. - Strengthen education on postnatal care. - Encourage birth companions. - Encourage mothers on healthy lifestyle, good nutrition and rest and prevent smoking.

MILLENNIUM GOAL	TARGET	ACTIONS REQUIRED
GOAL 6: COMBAT HIV/AIDS, MALARIA AND OTHER DISEASES	Target 1: Have halted by 2015 and begun to reverse the spread of HIV/AIDS	<ul style="list-style-type: none"> - Strengthen community empowerment with HIV&AIDS information. - Establish high transmission areas. - De-stigmatization of HIV&AIDS through community mobilization. - All departments and places of work to have HIV in the workplace programme. - Strengthen relationship with other stakeholders e.g. DoE, DoA, NGO's, Traditional Health Practitioners. - Facilitate programmes targeting males to take responsibility for prevention of HIV&AIDS - Strengthen HIV&AIDS education to the elderly - Support from the municipality in the establishment of HTA's 9High Transmission Areas e.g. Truck Stops) and NIP sites.
	Target 2: Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it	<ul style="list-style-type: none"> - Ensure availability of budget for service delivery. - Strengthen tracing teams - Strengthen community based care. - Strengthen integration of programmes e.g. TB & HIV.
	Target 3: Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases	<ul style="list-style-type: none"> - Continue to strengthen the treatment of imported malaria and early diagnosis. - NB! Malaria can be treated especially if detected early thus we plan to encourage victims to report a proper history of other areas visited in order to ensure early diagnosis. - Health promotion on prophylaxis and signs is also to be strengthened.

MILLENNIUM GOAL	TARGET	ACTIONS REQUIRED
GOAL 7: ENSURE ENVIRONMENTAL SUSTAINABILITY	Target 1: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources	<ul style="list-style-type: none"> - The review of the Amajuba Environmental Management Plan
	Target 2: Reduce biodiversity loss, achieving, by 2010, a significant reduction in the rate of loss	<ul style="list-style-type: none"> - Formalisation of stewardship projects and conservation of threatened habitats.
	Target 3: Halve, by 2015, the proportion of the population without sustainable access to safe drinking water and basic sanitation	<ul style="list-style-type: none"> - Continued implementation of the WSDP.
	Target 4: By 2020, to have achieved a significant improvement in the lives of at least 100 million slum dwellers	<ul style="list-style-type: none"> - Establishment of the Amajuba Housing and Land Forum to discuss and facilitate the development of housing.

MILLENNIUM GOAL	TARGET	ACTIONS REQUIRED
GOAL 8: DEVELOP A GLOBAL PARTNERSHIP FOR DEVELOPMENT	Target 1: Address the special needs of least developed countries, landlocked countries and small island developing states	National Departmental Responsibility
	Target 2: Develop further an open, rule-based, predictable, non-discriminatory trading and financial system	National Departmental Responsibility
	Target 3: Deal comprehensively with developing countries' debt	National Departmental Responsibility

	Target 4: In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries	National Departmental Responsibility
	Target 5: In cooperation with the private sector, make available benefits of new technologies, especially information and communications	- Continued operation of the Amajuba ICT forum.

8.1.2.State of the Nation Address 2016

In the recent State of the Nation Address held on the occasion of the Joint Sitting of Parliament in Cape Town, the President outlined national government priorities for this year. He briefly explained the current scenario in terms of South Africa's economic outlook, highlighting global issues that have an influence on the economic performance of South Africa. He also made mention of the economies of two of South Africa's BRICS partners, namely Brazil and Russia, stating that they are expected to diminish this year. Furthermore, he made mention of China stating the expected healthy growth of the country's economy. In view of the President, due to the abovementioned global economic activity, South Africa is expected to be affected by all the developments. Domestically South Africa is also facing challenges that manifest themselves in the form of electricity constraints and unstable industrial relations in naming just a few.

According to the International Monetary Fund and the World Bank, South Africa's economy will grow by less than 1% this year, which is viewed as low economic growth suggesting lower revenue collection than previously expected. South Africa is also facing a risk of losing its investment grade status from rating agencies which will make it difficult for us to borrow money from abroad for funding development initiatives. In order to counteract the forecasted misfortune to South Africa in general, the President shared a few points towards making a difference and these are as follows:-

- ☛ South Africa is an attractive investment destination and thus effort must continue towards marketing the country as a preferred destination for investments through a common narrative from business, labour and government;
- ☛ South Africa should address the need relating to the creation of the appropriate investment support infrastructure through governments One Stop/Invest SA initiative that will signal South Africa as a destination that is open for business;
- ☛ South African Tourism will invest R100 million a year towards promoting domestic tourism, encouraging South Africans to tour the country;
- ☛ There is a need to empower small, medium and micro enterprises (SMMEs) to accelerate their growth through the provision of access to high-quality, innovative business support towards improving the success of new ventures;
- ☛ Economic transformation and black economic empowerment remain a key part of all economic programmes by government;
- ☛ The budget vote dinners for stakeholders hosted by government departments in Parliament will no longer take place, and executive management, boards of public agencies, SOCs, Premiers and Mayors must undertake similar measures and eliminate wasteful expenditure within government;

- ☛ Regulation of Land Holdings Bill which will place a ceiling on land ownership at a maximum of 12 000 hectares and prohibit foreign nationals from owning land;
- ☛ Government will continue to assist farmers and also provide water-tank services to communities;
- ☛ The building of water infrastructure remains critical in order to expand access to people and industry;
- ☛ Government will fast-track the implementation of the first phase of broadband roll-out to connect more than 5 000 government facilities in eight district municipalities over a three-year period;
- ☛ To revive the HIV/Aids prevention campaigns especially amongst the youth;
- ☛ Active monitoring of the Back to Basics program by national government through unannounced municipal visits, spot checks of supply chain management processes, the implementation of recommendations of forensic reports, site visits to Municipal Infrastructure Grant funded projects, and increased interventions to assist struggling municipalities;
- ☛ A 10-Point Plan of Back to Basics priority actions has been developed to guide the second phase of the Back to Basics programme.

ADM is committed to achieving the priorities of government through working with citizens to improve their lives. Through the introduction of efficient LED Strategies, ADM will foster the creation of employment opportunities and SMME development within its jurisdictional area. The conservation of energy is of crucial importance hence ADM is committed to contributing towards the creation of awareness at household level in order to improve the efficient use of electricity. Furthermore, through the improvement of infrastructure within the jurisdictional area, a conducive environment for both domestic and international private investors will be created. We also commit ourselves to the facilitation of Land Reform coupled with Agrarian Reform.

8.1.3 State of the Province Address 2016

The Premier of KwaZulu-Natal Mr. Senzo Mchunu continued to strike the right balance during the State of the Province Address on Friday, 27 February 2016.

Under the theme “Consolidating the progress we have made, and stepping up the pace to achieve radical socio-economic transformation to end poverty in our lifetime”, the Premier managed to cover all urgent areas which define the constituencies of this province.

There is more that the Premier reported on as progress considering that the Premier is less than two years at the helm of the Provincial Government of KwaZulu-Natal.

The Premier continued with the legacy of subjecting his government to a tight deadline of 100 days to keep his progress and delivery in check. There is more that the province has achieved in this short period defined by the Premier.

- ☛ Alignment of the NDP with 14 outcomes expressed in the Medium Term Strategic Framework.
- ☛ Adoption of the 2014 Vision of the Provincial Growth Development Plan to ensure that all departments work towards improving economic growth of the province.
- ☛ Employment has increased from 2170 000 in 2010 to 2419 000 in 2014

- ☞ Successfully concluded Operation Phakisa or Ocean Labs. These are directed at Poverty Eradication and Job Creation.
- ☞ Government has ensured that Dube Trade Port is declared as Industrial Development Zone in order to attract exports capabilities.
- ☞ Ensured the completion of Richards Bay Industrial Development Zone which is aimed at improving and coordinating the functioning of the port thus improving economic outputs and job creation.
- ☞ Delivered on the slums clearance project in Jika Joe, Groutville, Masinenge, and Umzinto. Building of houses in these areas is in progress.
- ☞ Electricity has been provided to the following areas as promised, Mahehle, Ofafa, KwaGcothoyi, Ezicole and Ebatshe.
- ☞ Government has recommitted itself to develop Dukuduku Project without relocating people. About 5500 houses will be built in this area, and 1000 has been built already.
- ☞ Four sites have been identified for development of Techno-hubs and incubation centres in Newcastle, Pietermaritzburg, Hibiscus and Umhlathuze.
- ☞ 30 students from KwaZulu Natal have been sent to Mampal University in India to be trained as pharmacists in order to counter the skills shortage in our province.
- ☞ Department of Health has increased its cooperation with Aeromedical Services to be able to provide emergency services even at night using latest Night Vision Goggles.
- ☞ Government has made a commitment to assist the eMadlangeni community and surrounding areas to initiate a progress to establish Agri-Villages.

The Premier indicated this as the highlights, but committed to urgently convert the 100 days deliverable to a 360 days initiative to put more pressure on government to deliver more. This has been seen as a game changer by most, but as this government we believe this is what we are capable of delivering to our people, says the Premier.

Focussing on the issue of radical economic transformation, we have to align with the recently identified 7 National Priority Economic Interventions namely:

- ☞ Priority Intervention 1: Resolving the energy crises and enhancing the energy mix
- ☞ Priority Intervention 2: Moderating workplace conflict
- ☞ Priority Intervention 3: Revitalising the agriculture value chain
- ☞ Priority Intervention 4: Targeted support for the metals/engineering value chain
- ☞ Priority Intervention 5: Economic Development and Private Sector Investment
- ☞ Priority Intervention 6: Unlocking SMMEs and co-operatives potential
- ☞ Priority Intervention 7: Consolidating ICT through the Telecommunications Sector – Rollout of broadband

As part of prevention of substance abuse, the KeMoja Drug Prevention Programme was implemented in all districts. Teenage against Drug Abuse (TADA) and Wake-up Call Programmes have also been implemented throughout the Province. Treatment services are available at Newlands Park Treatment Centre in Durban, Madadeni Rehabilitation Centre and Khanyani Treatment Centre in Newcastle. We are also supporting and

facilitating the registration of new treatment centres and half-way houses that are run by NPOs, such as Cresthill Manor in Botha's Hill, Harmony Retreat in Greytown and Siyakhula Rehabilitation Centre in Durban.

The focus over the next five years will be strongly on the reduction of maternal, neonatal and child mortalities by accelerating:

- prevention of Mother-to-Child Transmission (PMTCT) of HIV by reducing vertical transmission;
- reducing maternal mortality in facilities to 133 per 100 000 live births by accelerated implementation of the Campaign on Accelerated Reduction of Maternal and Child Mortality in Africa (CARMMA);
- child survival strategies and the implementation of Phila Mntwana at community level to expand the reach for children under 5 years; and
- Initiation of TB screening and initiation of treatment in children under 5 years

An over-burdened road network and under-utilised rail network are however factors contributing to infrastructural deficiencies in the province. Because of the acknowledged lack of investment in public infrastructure spanning some years, freight is more effectively moved by road, which overburdens the road network.

Our main challenge therefore is move as much freight as possible back onto rail, while we ensure safer and more efficient means of public passenger transport.

It is for this reason that the primary focus over the next five years will be on:

- working with Transnet to ensure the expansion of and maintenance of the core rail freight network, as well as on exploring opportunities for the manufacturing and servicing of the required rolling stock within the Province;
- ensuring that the branch rail lines are revitalised to prevent further movement of good from rail to road;
- creating additional capacity along primary movement corridors in the Province;
- maintaining our secondary road network;
- extending rural road access in support of rural development initiatives;
- working with PRASA to improve passenger rail services and to explore the possibility of establishing high speed rail connections in the Province; and
- developing integrated public transport services.

We must ensure that sufficient water is available for the growth and development needs of KZN. This implies water for human consumption, for growing the economy and ensuring that we are food secure

The percentage of households where supply of 75 litres of water per person per day was secured. It declined from 86% to 85% from 2010 to 2014. This situation is being addressed in a number of ways. But most importantly by investigating options of desalination as well as augmenting storage capacity through the following measures:

- The Spring Grove Dam, which was commissioned and completed in 2014. This will provide an additional system yield of 60 million cubic meters per annum into the Umgeni River System;
- The raising of the Hazelmore Dam which has unfortunately had some setbacks, but is now scheduled for completion by the end of 2016. This will provide additional 20 cubic meters of water per annum into uMdloti River system;
- Phase 1 of the Smithfield Dam on the uMkhomazi River, is undergoing a detailed feasibility study. This is obviously a longer term solution which will yield 250 cubic meters of water per annum at a projected cost of R14 billion; and
- The Lower uThukela Regional Bulk Scheme. This will provide additional 40 million cubic meters per annum. Phase 1 of this project is scheduled for completion later this year.

However, we must all realise that water is increasingly becoming a scarce resource and just like in the case of electricity, we will have to learn to reduce our consumption and avoid wastage

8.1.4 National Spatial Development Perspective

Inequalities exist in the national economy and there is a legacy of inequitable spatial development. This has had a negative impact on public sector investment which is highlighted in the NSDP. The Vision of the NSDP is as follows:

South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives:

- By focussing economic growth and employment creation in areas where this is most effective and sustainable;
- Supporting restructuring where feasible to ensure greater competitiveness;
- Fostering development on the basis of local potential; and
- Ensuring that development institutions are able to provide basic needs throughout the country.

The basic principles of the NSDP underpinning the Vision are:

- Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and/or economic potential in order to attract Private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

The NSDP Principles are summarised in the table below and an analysis has been done so as to see if they have all been addressed through the ADM's strategic framework.

Table 29: NSDP Principles

NUMBER	NSDP PRINCIPLE
1	Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, amongst which poverty alleviation is key.
2	Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.
3	Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private-sector investment, to stimulate sustainable economic activities, and to create long-term employment opportunities.
4	Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low

	demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes. It should also reduce migration costs by providing labour-market intelligence to give people better information, opportunities and capabilities, to enable them to gravitate – if they choose to – to localities that are more likely to provide sustainable employment and economic opportunities.
5	In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

8.1.5 National Development Plan

The National Development Plan envisages an economy that serves the needs of all South Africans – rich and poor, black and white, skilled and unskilled, those with capital and those without, urban and rural, women and men. The Vision is that, in 2030, the economy should be close to full employment, equip people with the skills they need; ensure that ownership of production is less concentrated and more diverse (where black people and women own a significant share of productive assets); and be able to grow rapidly, providing the resources to pay for investment in human and physical capital.

Subsequently, the National Development Plan proposes to create 11 million jobs by 2030 by:

- Realising an environment for sustainable employment and inclusive economic growth.
- Promoting employment in labour-absorbing industries.
- Raising exports and competitiveness.
- Strengthening government's capacity to give leadership to economic development.
- Mobilising all sectors of society around a national vision.

Proposals to increase employment and growth include the following:

- Raise exports, focusing on those areas where South Africa already has the endowments and comparative advantage, such as mining, construction, mid-skill manufacturing, agriculture and agro-processing, tourism and business services.
- Increase the size and effectiveness of the innovation system, and ensure closer alignment with companies that operate in sectors consistent with the growth strategy.
- Improve the functioning of the labour market to help the economy absorb more labour, through reforms and specific proposals concerning dispute resolution and discipline.
- Support small businesses through better coordination of activities in small business agencies, development finance institutions, and public and private incubators.
- Improve the skills base through better education and vocational training.
- Increase investment in social and economic infrastructure to lower costs, raise productivity and bring more people into the mainstream of the economy.
- Reduce the regulatory burden in sectors where the private sector is the main investor, such as broadband internet connectivity, to achieve greater capacity and lower prices.
- Improve the capacity of the state to effectively implement economic policy.
- The upgrading of informal settlements.
- Public transport infrastructure and systems, including the renewal of the commuter rail fleet, supported by station and facilities upgrades to enhance links with road-based services.
- Procuring about 20 000 MW of renewable electricity by 2030, importing electricity from the region, **decommissioning 11 000MW of aging coal-fired power stations**, and accelerated investments in demand-side savings, including technologies such as solar water heating.
- To create a million jobs through agricultural development based on effective land production.
- Ensuring food security and the empowerment of farm workers, and promote industries such as agro-processing, tourism, fisheries and small enterprises in rural areas where potential exists.

8.1.6 The New Growth Path

There is growing consensus that creating decent work, reducing inequality and defeating poverty can only happen through a new growth path founded on a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth. To achieve that step change in growth and transformation of economic conditions requires hard choices and a shared determination as South Africans to see it through. The Government is committed to forging such a consensus and leading the way by:

- 1 Identifying areas where employment creation is possible on a large scale as a result of substantial changes in conditions in South Africa and globally.
- 2 Developing a policy package to facilitate employment creation in these areas, above all through:
 - a) A comprehensive drive to enhance both social equity and competitiveness;
 - b) Systemic changes to mobilise domestic investment around activities that can create sustainable employment; and
 - c) Strong social dialogue to focus all stakeholders on encouraging growth in employment-creating activities.

The New Growth Path must provide bold, imaginative and effective strategies to create the millions of new jobs South Africa needs. It must also lay out a dynamic vision for how we can collectively achieve a more developed, democratic, cohesive and equitable economy and society over the medium term, in the context of sustained growth. The strategy sets out critical markers for employment creation and growth and identifies where viable changes in the structure and character of production can generate a more inclusive and greener economy over the medium to long run. To that end, it combines macro-economic and microeconomic interventions. We will have to ensure that the benefits are shared more equitably by all our people, particularly the poor.

Achieving the New Growth Path requires that we address key tradeoffs. Amongst other decisions, government must prioritize its own efforts and resources more rigorously to support employment creation and equity; and business and labour together must work with government to address inefficiencies and constraints across the economy and partner to create new decent work opportunities.

Some key trade-offs include:

- Between present consumption and future growth, since that requires higher investment and saving in the present;
- Between the needs of different industries for infrastructure, skills and other interventions;
- Between policies that promise high benefits but also entail substantial risks, and policies that are less transformative and dynamic but are also less likely to have unintended consequences;
- Between a competitive currency that supports growth in production, employment and exports and a stronger rand that makes imports of capital and consumer goods cheaper; and
- Between the present costs and future benefits of a green economy.

The Economic Cluster commenced work on the New Growth Path in the second half of year 2009. It tasked the Economic Development Department (EDD) with preparing a framework, which the department presented to the Ministers in November 2009. The EDD tabled a further summary at the January 2010 Cabinet Lekgotla. Following this, it has expanded on the framework through consultations with the main economic ministries and provincial departments of economic development as well as other stakeholders. The document knits together the Industrial Policy Action Plan (IPAP) 2 as well as policies and programmes in rural development, agriculture, science and technology, education and skills development, labour, mining and beneficiation, tourism, social development and other areas.

8.1.7 Outcomes Based Approach

Government has agreed on 12 outcomes as a key focus of work between now and 2014. Each outcome has a limited number of measurable outputs with targets. Each output is linked to a set of activities that will help achieve the targets and contribute to the outcome. Each of the 12 outcomes has a delivery agreement which in

most cases involves all spheres of government and a range of partners outside government. Combined, these agreements reflect government's delivery and implementation plans for its foremost priorities.

The outcomes apply to the whole of government and are long term. While the delivery agreement may contain longer term outputs and targets, it also includes outputs and associated targets that are realisable in the next 4 years. It also considers other critical factors impacting on the achievement of outcome 8, such as the legislative and regulatory regime, the institutional environment and decision-making processes and rights, the resources needed and re-allocation of resources where appropriate.

The results chain which is derived from the delivery agreement will be used to monitor and evaluate progress of the delivery agreement. The Programme of Action (2010-2014) will emanate from the results chain.

Table 30: Outcome Based Approach outputs

Outcome 1. Improve the quality of basic education

Outputs	Key spending programmes	(National) Role of Local Government
1. Improve quality of teaching and learning	<ul style="list-style-type: none"> • Increase the number of Funza Lushaka bursary recipients from 9300 to 18 100 over the 2011 MTEF 	<ul style="list-style-type: none"> • Facilitate the building of new schools by:
2. Regular assessment to track progress	<ul style="list-style-type: none"> • Assess every child in grades 3, 6 and 9 every year 	<ul style="list-style-type: none"> • Participating in needs assessments
3. Improve early childhood development	<ul style="list-style-type: none"> • Improve learning and teaching materials to be distributed to primary schools in 2014 	<ul style="list-style-type: none"> • Identifying appropriate land
4. A credible outcomes-focused accountability system	<ul style="list-style-type: none"> • Improve maths and science teaching 	<ul style="list-style-type: none"> • Facilitating zoning and planning processes • Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections

Outcome 2. Improve health and life expectancy

Outputs	Key spending programmes	(National) Role of Local Government
1. Increase life expectancy to 58 for males and 60 for females	<ul style="list-style-type: none"> ☐ Revitalise primary health care 	<ul style="list-style-type: none"> ☐ Many municipalities perform health functions on behalf of provinces
2. Reduce maternal and child mortality rates to 30-40 per 1 000 births	<ul style="list-style-type: none"> ☐ Increase early antenatal visits to 50% ☐ Increase vaccine coverage 	<ul style="list-style-type: none"> ☐ Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments
3. Combat HIV/Aids and TB	<ul style="list-style-type: none"> ☐ Improve hospital and clinic infrastructure 	<ul style="list-style-type: none"> ☐ Municipalities must continue to improve Community Health
4. Strengthen health services effectiveness	<ul style="list-style-type: none"> ☐ Accredite health facilities ☐ Extend coverage of new child vaccines ☐ Expand HIV prevention and treatment ☐ Increase prevention of mother-to child transmission ☐ School health promotion increase school visits by nurses from 5% to 20% ☐ Enhance TB treatment 	<ul style="list-style-type: none"> Service infrastructure by providing clean water, sanitation and waste removal services

Outcome 3. All people in South Africa protected and feel safe

Outputs	Key spending programmes	(National) Role of Local Government
1. Reduce overall level of crime 2. An effective and integrated criminal justice system 3. Improve perceptions of crime among the population 4. Improve investor perceptions and trust 5. Effective and integrated border management 6. Integrity of identity of citizens and residents secured 7. Cyber-crime combated	<ul style="list-style-type: none"> ☑ Increase police personnel ☑ Establish tactical response teams in provinces ☑ Upgrade IT infrastructure in correctional facilities ☑ ICT renewal in justice cluster ☑ Occupation-specific dispensation for legal professionals ☑ Deploy SANDF soldiers to South Africa's borders 	<ul style="list-style-type: none"> ☑ Facilitate the development of safer communities through better planning and enforcement of municipal by-laws ☑ Direct the traffic control function towards policing high risk violations – rather than revenue collection ☑ Metro police services should contribute by: <ul style="list-style-type: none"> - Increasing police personnel - Improving collaboration with SAPS - Ensuring rapid response to reported crimes

Outcome 4. Decent employment through inclusive economic growth

Outputs	Key spending programmes	(National) Role of Local Government
1. Faster and sustainable inclusive growth 2. More labour-absorbing growth 3. Strategy to reduce youth unemployment 4. Increase competitiveness to raise net exports and grow trade 5. Improve support to small business and cooperatives 6. Implement expanded public works Programme	<ul style="list-style-type: none"> ☑ Invest in industrial development zones ☑ Industrial sector strategies – automotive industry; clothing and textiles ☑ Youth employment incentive ☑ Develop training and systems to improve procurement ☑ Skills development and training ☑ Reserve accumulation ☑ Enterprise financing support ☑ New phase of public works Programme 	<ul style="list-style-type: none"> ☑ Create an enabling environment for investment by streamlining planning application processes ☑ Ensure proper maintenance and rehabilitation of essential services infrastructure ☑ Ensure proper implementation of the EPWP at municipal level ☑ Design service delivery processes to be labour intensive ☑ Improve procurement systems to eliminate corruption and ensure value for money ☑ Utilise community structures to provide services

Outcome 5. A skilled and capable workforce to support inclusive growth

Outputs	Key spending programmes	(National) Role of Local Government
1. A credible skills planning institutional mechanism 2. Increase access to intermediate and high level learning programmes	<ul style="list-style-type: none"> ☑ Increase enrolment in FET colleges and training of lecturers ☑ Invest in infrastructure and equipment in colleges and technical schools ☑ Expand skills development 	<ul style="list-style-type: none"> ☑ Develop and extend intern and work experience programmes in municipalities ☑ Link municipal procurement to skills development initiatives

3. Increase access to occupation specific programmes (especially artisan skills training)	<p>learnerships funded through sector training authorities and National Skills Fund</p> <p>▣ Industry partnership projects for skills and technology development</p> <p>▣ National Research Foundation</p> <p>centres excellence, and bursaries and research funding</p> <p>▣ Science council applied research programmes</p>	
4. Research, development and innovation in human capital		

Outcome 6. An efficient, competitive and responsive economic infrastructure network

Outputs	Key spending programmes	(National) Role of Local Government
1. Improve competition and regulation	▣ An integrated energy plan and	▣ Ring-fence water, electricity and sanitation functions so as to
2. Reliable generation, distribution and transmission of energy	successful independent power producers	facilitate cost-reflecting pricing of these services
3. Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports	▣ Passenger Rail Agency acquisition of rail rolling stock, and refurbishment and upgrade of motor coaches and trailers	▣ Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport
4. Maintain bulk water infrastructure and ensure water supply	▣ Increase infrastructure funding for provinces for the maintenance of provincial roads	▣ Maintain and expand water purification works and waste water treatment works in line with
5. Information and communication technology	▣ Complete Gauteng Freeway Improvement Programme	growing demand
6. Benchmarks for each sector	▣ Complete De Hoop Dam and bulk distribution	▣ Cities to prepare to receive the devolved public transport function
	▣ Nandoni pipeline	▣ Improve maintenance of municipal road networks
	▣ Invest in broadband network	
	Infrastructure	

Outcome 7. Vibrant, equitable and sustainable rural communities and food security

Outputs	Key spending programmes	(National) Role of Local Government
1. Sustainable agrarian reform and improved access to markets for small farmers	▣ Settle 7 000 land restitution claims.	▣ Facilitate the development of local markets for agricultural produce
2. Improve access to affordable and diverse food	▣ Redistribute 283 592 ha of land by 2014	▣ Improve transport links with urban centres so as to ensure better economic integration
3. Improve rural services and access to information to support livelihoods	▣ Support emerging farmers	▣ Promote home production to enhance food security
4. Improve rural employment Opportunities	▣ Soil conservation measures and sustainable land use management	▣ Ensure effective spending of grants for funding extension of access to basic services
5. Enable institutional environment for sustainable and inclusive growth	▣ Nutrition education programmes	
	▣ Improve rural access to services by 2014:	
	- Water - 74% to 90%	
	- Sanitation - 45% to 65%	
	- Sanitation - 45% to 65%	

Outcome 8. Sustainable human settlements and improved quality of household life

Outputs	Key spending programmes	(National) Role of Local Government
1. Accelerate housing delivery 2. Accelerate housing delivery 3. Improve property market 4. More efficient land utilisation and release of state-owned land	☑ Increase housing units built from 220 000 to 600 000 a year ☑ Increase construction of social housing units to 80 000 a year ☑ Upgrade informal settlements: 400 000 units by 2014 ☑ Deliver 400 000 low-income houses on state-owned land ☑ Improved urban access to basic services by 2014: <ul style="list-style-type: none"> - Water - 92% to 100% - Sanitation - 69% to 100% - Refuse removal - 64% to 75% - Electricity - 81% to 92% 	☑ Cities must prepare to be accredited for the housing function ☑ Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements ☑ Participate in the identification of suitable land for social housing ☑ Ensure capital budgets are appropriately prioritised to maintain existing services and extend services

Outcome 9. A response and, accountable, effective and efficient local government system

Outputs	Key spending programmes	(National) Role of Local Government
1. Differentiate approach to municipal financing, planning and support 2. Improving Access to Basic Services 3. Community work programme 4. Support for human settlements 5. Refine ward committee model to deepen democracy 6. Improve municipal financial administrative capability 7. Single coordination window	☑ Municipal capacity-building grants: ☑ Systems improvement ☑ Financial management (target: 100% unqualified audits) ☑ Municipal infrastructure grant ☑ Electrification programme ☑ Public transport & systems grant ☑ Bulk infrastructure & water grants ☑ Neighbourhood development partnership grant ☑ Increase urban densities ☑ Informal settlements upgrades	☑ Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality ☑ Implement the community work programme ☑ Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues ☑ Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption

Outcome 10 Protection and enhancement of environmental assets and natural resources

Outputs	Key spending programmes	(National) Role of Local Government
1. Enhance quality and quantity of water resources 2. Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality 3. Sustainable environment management	☑ National water resource infrastructure programme <ul style="list-style-type: none"> - reduce water losses from 30% to 15% by 2014 ☑ Expanded public works	☑ Develop and implement water management plans to reduce water losses ☑ Ensure effective maintenance and rehabilitation of infrastructure ☑ Run water and electricity saving awareness campaigns

4. Protect biodiversity	<p>environmental programmes</p> <ul style="list-style-type: none"> - 100 wetlands rehabilitated a year <p>☑ Forestry management (reduce deforestation to <5% of woodlands)</p> <p>☑ Biodiversity and conservation (increase land under conservation from 6% to 9%)</p>	<p>☑ Ensure proper management of municipal commonage and urban open spaces</p> <p>☑ Ensure development does not take place on wetlands</p>
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Outcome 11. A better South Africa, a better and safer Africa and world

Outputs	Key spending programmes	(National) Role of Local Government
<p>1. Enhance the African agenda and sustainable development</p> <p>2. Enhance regional integration</p> <p>3. Reform global governance institutions</p> <p>4. Enhance trade and investment between South Africa and partners</p>	<p>☑ International cooperation: proposed establishment of the South African Development Partnership Agency</p> <p>☑ Defence: peace-support operations</p> <p>☑ Participate in post-conflict reconstruction and development</p> <p>☑ Border control: upgrade inland ports of entry</p> <p>☑ Trade and Investment South Africa:</p> <ul style="list-style-type: none"> - Support for value-added exports - Foreign direct investment Promotion 	<p>☑ Role of local government is fairly limited in this area. Must concentrate on:</p> <ul style="list-style-type: none"> - Ensuring basic infrastructure is in place and properly maintained - Creating an enabling environment for investment

Outcome 12. A development-orientated public service and inclusive citizenship

Outputs	Key spending programmes	(National) Role of Local Government
<p>1. Improve government performance.</p> <p>2. Government-wide performance monitoring and evaluation.</p> <p>3. Conduct comprehensive expenditure review.</p> <p>4. Information campaign on constitutional rights and responsibilities.</p> <p>5. Celebrate cultural diversity.</p>	<ul style="list-style-type: none"> - Performance monitoring and evaluation: - Oversight of delivery agreements - Statistics SA: Census 2011—reduce undercount - Chapter 9 institutions and civil society: programme to promote constitutional rights - Arts & Culture: promote national symbols and heritage - Sport & Recreation: support mass participation and school sport programmes 	<ul style="list-style-type: none"> - Continue to develop performance monitoring and management systems. - Comply with legal financial reporting requirements. - Review municipal expenditures to eliminate wastage. - Ensure councils behave in ways to restore community trust in local government.

The President has signed performance agreements with all 34 Cabinet Ministers. In these performance agreements, Ministers were requested to establish an Implementation Forum for each of the twelve outcomes. In each implementation forum Ministers and all other parties responsible for delivering on an outcome, will

develop a Delivery Agreement. All departments, agencies and spheres of government involved in the direct delivery process required to achieve an output, should be party to the agreement.

The Delivery Agreement will refine and provide more detail to the outputs, targets, indicators and key activities for each outcome, and identify required inputs and clarify roles and responsibilities. It will spell out who will do what, by when and with what resources.

Delivery Agreements will further unpack each outcome and each output and the requirements to reach the targets. Aspects that will be described in detail include the legislative and regulatory regime, the institutional environment and decision-making processes and rights, the resources needed and re-allocation of resources where appropriate.

8.1.8 Operation Sukuma Sakhe

In February 2008, the “War on Poverty” Campaign was announced by former President Mbeki in the State of the Nation Address. In KZN, the “War on Poverty” Campaign was launched in three presidential nodal areas. The Provincial Government later adopted it as part of the KZN Flagship Programme and in April 2011, re-launched the programme as Operation Sukuma Sakhe (OSS). The top five priorities of the Provincial Government are embedded in the service delivery model of OSS are:

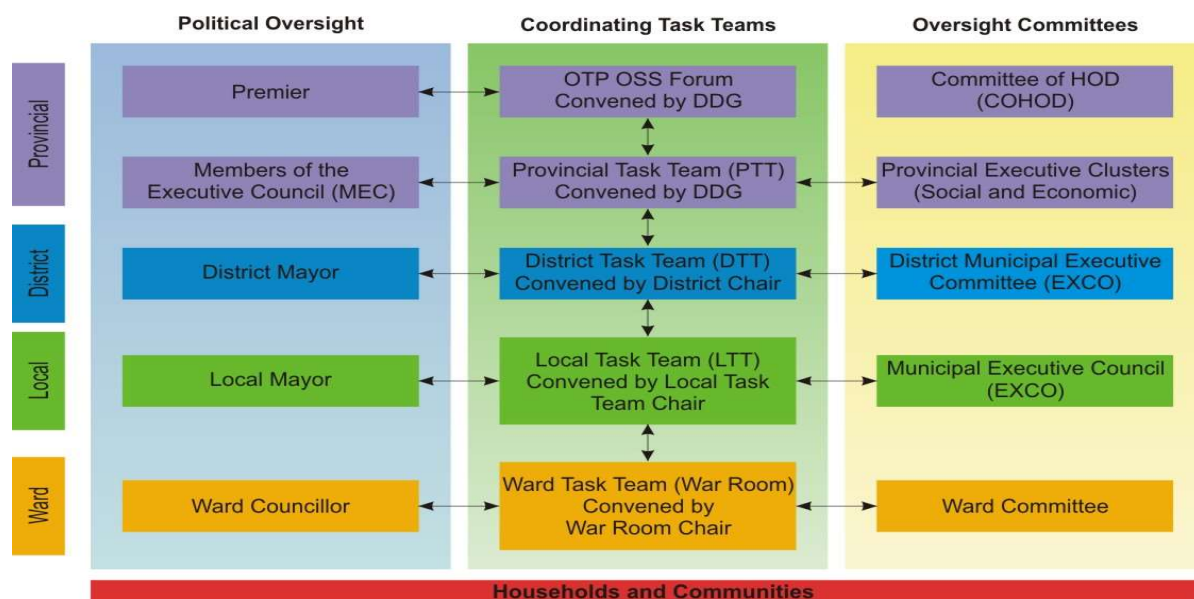
- Rural development/agrarian reform and food security
- Creating decent work and economic growth
- Fighting crime
- Education
- Health

The desired outcome of the service delivery model is the implementation of a comprehensive, efficient, effective, quality service delivery system that contributes to a self-reliant society in a sustainable manner. For a society to be self-reliant it is important that its members are not passive recipients of services but that they participate actively in local interventions which will have an impact on their lives. Through community participation, individuals are able to connect with each other and they will be better placed to make decisions in terms of their individual and collective efforts towards a better life for themselves. The Government of KZN has published a Citizens’ Charter that spells out what services will be provided and how they will be provided with an emphasis on service delivery improvements.

As illustrated in the figure below the responsibilities of implementation of the OSS as follows:

- The overall Champion for OSS is the Premier of KwaZulu-Natal. The Premier, MECs and Heads of Departments (HODs) have been assigned to each of the 11 districts to play the role of Champions from a political and administrative perspective respectively. Furthermore, a provincial level Champion (Senior Official) has been appointed as the Provincial Convenor for a District and this role is to support the District in gaining buy-in and support for OSS from all stakeholders and to assist in mobilising resources.
- At the district level, the District Mayor is the political champion. The District Task Team Chair is elected from amongst the Task Team Members. The District Task Team is supported by the District Municipal Executive Committee (EXCO).
- At the local level, the Local Mayor is the political champion. The Local Task Team Chair is elected from amongst the Local Task Team Members. The Local Task Team is supported by the Municipal Executive Council (EXCO).
- At the ward level, it is championed by the Ward Councillor and the Inkosi. The Ward Task Team Chair is elected from amongst the War Room Members. The Ward Task Team is supported by the Ward Committee.

Figure 17 – OSS Institutional Structure



The Cabinet Lekgotla held on the 20 August 2013 highlighted lessons learnt and achievements of OSS within KZN, the presentation included reports per district municipality. It was stated that 69% of the war rooms are functional within the ADM, this was information is derived from reports submitted on the sittings scheduled per war room; the table below clearly indicates the status per ward within the district municipality jurisdiction.

Table 31: Function of War-rooms

Municipality	Functionality			
Total no of wards: 46	Fully Functional	Functional	Poorly Functional	Not Functional
Newcastle	08	11	10	02
Actual Wards	9, 10, 11, 12, 22, 24, 27, 31	5, 6, 14, 15, 16, 19, 23, 26, 29, 30	3, 7, 8, 13, 17, 18, 20, 21, 25, 28	2, 4
Dannhauser	01	08	01	00
Actual Wards	11	1, 2, 4, 5, 6, 7, 9, 10	03	00
Emadlangeni	01	02	00	01
Actual Wards	3	1, 2	00	4
Total	10	22	11	03

8.1.9 Provincial Growth and Development Strategy

The PGDS offers a tool through which national government can direct and articulate its strategy and similarly, for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It also facilitates proper coordination between the different spheres of government and aims to prevent provincial departments from acting without the inputs from local government. It enables intergovernmental alignment and guides activities of various role players and agencies (ie. Provincial Sector Departments, Parastatals, Districts and Local Municipalities).

Like the IDP process, the PGDS develops a Vision, Mission and Strategies. Of key importance to the Municipal IDP's, however, are the Provincial Priorities. The Provincial Priorities drive the PGDS programmes, and are derived from the key developmental challenges related to economic and social needs of the province. The provincial priorities are as follows:

- Strengthening governance and service delivery;
- Sustainable economic development and job creation;

- Integrating investment in community infrastructure;
- Developing human capability;
- Developing a comprehensive response to HIV/ Aids; and
- Fighting poverty and protecting vulnerable groups in society.

The Provincial Priorities and Priority Clusters are summarised below:

Figure 18 – Summary of the provincial growth and development strategy



Kwa-Zulu-Natal's vision – "By 2030 KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the world "

By 2030, the PROVINCE OF KWAZULU-NATAL should have maximized its position as a GATEWAY to South and Southern Africa, as well as its human and natural resources so creating a safe, healthy and sustainable living environment.

Abject poverty, inequality, unemployment and the current disease burden should be history, basic services must have reached its entire people, domestic and foreign investors are attracted by world class infrastructure and a skilled labour force.

The people shall have options on where and how they opt to live, work and play, where the principle of putting people first and where leadership, partnership and prosperity in action has become a normal way of life. The ADM has set priorities that are aligned to the goals of the PGDS and PGDP, these priorities are set out in the table below.

Table 32: District Priority alignment to Vision 2030

NDP (VISION 2030)	PGDS STRATEGIC GOALS	DISTRICT PRIORITIES
• Create Jobs	• Job Creation	• Economic Development

• Expand infrastructure	• Strategic Infrastructure	• Integrated Service Delivery
• Use resources properly (Low-Carbon Energy)	• Respond to Climate change	• Environmental Management • Air Quality Management
• Inclusive planning	• Spatial Equity	• Municipal Planning • Spatial Development Alignment
• Quality education • Build a capable state	• Human Resource Development	• Social Facilitation and Development
• Quality health care • Unite the nation	• Human and Community Development	
• Fight corruption	• Governance and Policy	• Institutional Governance

8.1.10 Provincial Growth and Development Plan 2011-2030

In February 2011 the KwaZulu-Natal Provincial Executive Council tasked the Provincial Planning Commission (PPC) to undertake a review of the existing Provincial Strategy and prepare the 2011 KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) to drive and direct growth and development in the Province to the year 2030.

The main purpose of this PGDP document is to begin the process of enabling the province to measure its progress in achieving the accepted growth and development goals. The primary purpose of the PGDP is to:

- Describe the desired 2030 outcomes in the 7 goals and 30 objectives
- Agree on the set of indicators that will be applied to measure the progress we are making to achieve the desired outcomes
- Agree on the targets and the KZN growth path in respect of each of the indicators
- Agree on the strategic interventions required to achieve the set targets
- Describe the catalytic projects in support of the interventions, where possible
- Agree on the monitoring, evaluation, reporting and review framework of the plan.

To ensure that the PGDP meets its set objectives, it is strategically aligned to the MDG, the NSDP, NDP, MTSF with its outcomes and is derived from the PGDS. The 7 goals of the PGDP are as follows:

1. Job Creation
2. Human Resource Development
3. Human and Community Development
4. Strategic Infrastructure
5. Environmental Sustainability
6. Governance and Policy
7. Spatial Equity

In order to support the implementation of the PGDS and the PGDP in a regional context, the concept for the development of a District Growth and Development Strategy was introduced to District Municipalities in consultation with the locals. The aim for the development of the DGDS is to ensure that the goals of the NDP, PGDS and PGDP are realised by the communities that they are intended for and that there be proper structures to facilitate the implementation of catalytic projects and programmes.

In support of the development of the DGDS, the ADM hosted the “Growth and Development Summit” which was held on the 07th – 08th March 2013. The Amajuba Growth and Development Summit mainly considered issues of stakeholder participation in the process of guiding Economic Development in the District. The summit yielded specific challenges and resolutions, all of which were presented through three commissions-the services and infrastructure commission, the mining and environment commission and the Economic Development and

Tourism Commission. Four cross cutting resolutions (applicable to all sectors) were part of the outcomes of the commissions exercise. These include:

- (a) Revitalization of the Amajuba Forum for Local Economic Development, with the objective of improving its effectiveness
- (b) Establishment of the Business Board, which would ensure thoroughgoing public –private partnership
- (c) Establishment of a Development Agency for the District and
- (d) Consideration of a District Growth and Development Strategy, which would be guided by the Provincial Growth and Development Framework-except that the DGDS would focus on issues within its Jurisdiction.
- (e) Adequate skills development

The summit resonated around the mission of the District which is to:

- (i) Promote shared and integrated service delivery
- (ii) Create an enabling environment for economic development
- (iii) Increase opportunities for previously disadvantaged communities
- (iv) Provide and maintain integrated, affordable, equitable and sustainable services
- (v) Facilitate access to land and social services
- (vi) Promote development of a safe and healthy environment, and effectively plan infrastructure and technical services

The above mission should ultimately guide the municipality towards a fully developed district, with a vibrant and sustainable economy, a better quality of life, preserved within its own cultural and traditional values.

With the above in perspective, the theme of the Amajuba Growth and Development Summit (AGDS) was “Partnering for Growth”. This theme, in turn operated within the broad principles of Growth and Development Summits as issued out by the presidency in 2003. The guidelines state that “the summits should provide opportunities for building partnerships with social partners by bringing together representatives from the broadest sections of society: labour, business, community sector and government (local, province and national)” (The Presidency, 2003). The National guidelines point to the strategic role of Local, District and metropolitan municipalities to facilitate economic growth and development.

The aim of the DGDS is to reach broad agreement on a development path and programme for the district/metro and what each social partner (government, business, labour and community sector) should contribute to the implementation of the programme.

The summit recognizes:

- (a) The district/metro’s economic potential and which sectors of the economy should be promoted (this would need, where applicable, to be informed by the IDP, LED and the RIDS)
- (b) Commitments by government, business, labour and community sector to ensure investment in each of the sectors
- (c) Actions required by government and each partner to deal with constraints to such investments, including dealing with bureaucratic delays, EIA processes and land use management social and economic infrastructure programmes required to improve investments and provide basic services to communities
- (d) Contribution by each partner to the construction of such infrastructure, including possibility of Private Public Partnership.
- (e) Informal Economy interventions such as the Expanded Public Works Programmes
- (f) Public Works Programmes including roads & ECD, co-operatives, micro-credit, procurement, land reform, etc.) and the role of each sector in such interventions
- (g) Promoting local procurement – what interventions are required
- (h) Improving capacity of local government and contribution of each social partner including role of public sector unions in ensuring efficiency, role of all in fighting corruption, contribution by private sector and professionals to skills required by the district/metro

- (i) Ensuring alignment with all levels of government.

8.1.11 Provincial Spatial Economic Development Strategy

The PSEDs flows from the PGDS and is intended as a guide to service and to achieve the goals as set out in ASGI-SA which is to halve unemployment and poverty by 2014. Principles of development and growth underpinning the PSEDs are summarised as follows:

- Government has a constitutional obligation to provide basic services to all citizens including health, education, housing, transport, etc.
- All areas of the province require development;
- Certain areas of the province will drive economic growth; and

The PSEDs attempts to indicate where different types of investment should be directed in order to achieve development and/ or economic growth.

The PSEDs therefore sets out to:

- Focus where government directs its investment and development initiatives;
- Capitalize on complementarities and facilitate consistent and focused decision making; and
- Bring about strategic co-ordination, interaction and alignment.

Classification of areas of economic potential

Four key sectors have been identified as drivers for economic growth in the province, namely:

- The agricultural sector (including agri-processing) and land reform;
- The industrial sector;
- The tourism sector; and
- The service sector.

It is also noted that:

- The logistics and transport sector (inclusive of rail) in the service sector are important sub-sectors underpinning the growth in all four sectors;
- Substantial and affordable water and energy provision is crucial to the economic growth and development of the province; and
- The classification of potential is shown in a series of maps.

Classification of areas of poverty and need

The PSEDs identifies poverty levels and densities based on the 2001 Census information. Poverty density is a measure of the numbers of people within an area below the poverty level. In terms of their classifications, Newcastle is the third highest municipality in the province behind eThekweni and the Msunduzi municipalities.

Classification of nodes and activity corridors

In terms of the classification of nodes provincially, Newcastle is classified as a Secondary Node which is an urban centre with good existing economic development and growth potential, and which services the regional economy. In terms of the main categories for potential, the PSEDs identifies the following:

- **Production of high value differentiated goods** which are not strongly dependant on labour costs, and which are focussed on local and global niche markets;
- **Production of labour intensive, mass produced goods** which are more dependent on labour costs, and affordable transport linkages (ie. Agriculture and mining);
- **Retail and private sector services** which are large employers of skilled and semi-skilled workers in advanced economies;
- **Tourism** which is dependent on tourism attractions; and Public service and administration.

In terms of the classification of activity corridors, the N11 corridor is identified as an existing corridor. The PSEDs does, however, identify a secondary corridor (SC12) which runs between the following three centres, namely Greytown- Msinga- Madadeni. The PSEDs identifies that this corridor has potentials in the following areas:

- **Production of labour intensive, mass produced goods** which are more dependent on labour costs, and affordable transport linkages (ie. Agriculture and mining);
- **Retail and private sector services** which are large employers of skilled and semi-skilled workers in advanced economies;
- **Tourism** which is dependent on tourism attractions; and Public service and administration.

Summary of high level cluster priorities and objectives for the ADM

The PSEDs provides a summary of high level cluster priorities and objectives for the ADM. The plan identifies the following priorities:

- Agriculture and land reform
 - ✓ Livestock farming: develop livestock farming opportunities in Trust land.
 - ✓ Support land reform beneficiaries- livestock, game farming and explore others.
 - ✓ Develop Chelmsford Dam agricultural complex (served by Vryheid Node).
- Tourism
 - ✓ Battlefields Route: development of linkages to benefit previously disadvantaged.
 - ✓ Drakensburg eco-tourism: develop cultural tourism opportunities with bordering communities.
- Industry
 - ✓ Newcastle industrial townships: provision of world class infrastructure.
 - ✓ Provide adequate affordable housing and related services.
 - ✓ Bio-diesel production.
 - ✓ Coal mining- extension of life of mines and/ or development of alternative opportunities.
- Services
 - ✓ Plan Dannhauser and Utrecht to position for investment.
 - ✓ Provide adequate affordable housing and related services in towns.

8.1.12 Amajuba District Growth & Development Plan

District Growth and Development Planning is a relatively new approach to address economic development at a local level. It has already achieved great success internationally and in South Africa. However, for it to have

national, provincial and local application, it is necessary to be sustainable and effectively align to prevailing provincial and local initiatives, programmes, and interventions.

One of the most important purposes of a District Growth and Development Planning policy and strategy is to ensure that national, provincial and local initiatives and programmes are integrated and sustainable to maximize the growth and employment impact of economic and social development projects and programmes. At a district level, economic and social development policy is directly the rationalisation of some of the existing provincial and local institutional structures, the suggestion of new institutions; to target direct programmes to those areas where it would have the greatest impact on local economies, to consolidate funding that flows into local areas for economic development and to provide support services that would assist local communities in realising their economic goals and visions

Economic growth is seen as the fundamental driver of social and human development. It has been argued that economic growth is the cross-cutting issue and implicit aim in every single aspect of the Amajuba DGDP. Economic growth is thus the lens through which this Amajuba DGDP must be viewed. The importance of the rights of women, youth, the disabled and the aged is acknowledged –as these rights are safeguarded in the Constitution of South Africa. Targets for the participation of so-called “vulnerable groups” are set within government programmes from national provincial level and are well established in principle and increasingly, in practice. The Amajuba DGDP takes its lead from the Provincial Planning Commission in stating that employment equity and other measures of redress should continue and be made more effective by focusing on the environments in which capabilities are developed.

Qualifying the Situational Analysis

The prevailing objective of the Amajuba DGDP is that before Amajuba District proposes future initiatives toward Growth and Development within its jurisdiction, it must have undertaken a thorough status quo review to assess the potential economic and social issues that exists. To this end the status quo assessment is a set of logical steps which helps Amajuba District to do this. It is a process that prepares evidence for sound decision-making on the advantages and disadvantages of possible empowerment options by assessing past practices and their impact. Further, this status quo review forms the basis of a sustainability plan for future growth and development initiatives.

A premise of this approach is that the effective socio-economic status quo must be conducted. The research design that has been developed is intended for application at the preceding sections, with this as a baseline. This strategy is adopted in recognition of the fact that effective review and socio-economic impact of the Amajuba DGDP is a long-term process. However, there is an immediate need to establish baseline data, where none (or limited) exist at present.

There is also a need to situate the Amajuba DGDP within the current context of Growth and Development programmes within KZN and South Africa. An appropriate contextualisation that details the introduction of growth and development programmes against the backdrop of economic recession is all the more important. Within this contextualisation, the role of the Amajuba DGDP implementation planning as the key catalytic agent for Amajuba is also detailed. The process of drawing on external literature and internal literature, and contextualisation interviews with stakeholders will have to be repeated in all future applications to provide an appropriate context for data emanating from this study.

The Provincial Growth and Development Strategy (PGDS) was adopted as a strategic guide for growth and development at a provincial level. The PGDS presents a long term vision and outlines a strategic growth and development agenda for the province. It identifies seven strategic goals and 34 strategic objectives. In the context of the PGDS defining ‘growth’ and ‘development’ includes ‘growing the economy for the development and the improvement of the quality of life of all people living in the province of KwaZulu-Natal’.

The PGDS acknowledges that the effective implementation and accomplishment of these goals and objectives requires that they should be localized and refined to take into account the unique circumstances and character of Amajuba District Municipality. It therefore, supports the preparation of Amajuba District Growth and Development Plan.

The Amajuba DGDP is not intended to be 'inventory' development plan for the district, but will rather focus on a limited but strategic, high-impact, fast-track interventions that can act as catalysts for accelerated and shared growth. Therefore, the 5-Year Strategic Programme as outlined in the Integrated Development Plan and the associated sector plans, and the other district or local municipal planning and service delivery instruments will continue along-side and align with the Amajuba DGDP. The Amajuba DGDP will therefore serve as a district translation and an implementation framework for the PDGS.

Amajuba DGDP will be a description of the strategic goal areas, their objectives and related indicators and targets to the year 2030. These statements describe the goal, the rationale for its inclusion in the provincial plan and how the achievement of the goal will contribute to KwaZulu-Natal's growth and development trajectory. It is imperative that during this process, a comfortable alignment between the proposed strategic goals of the Amajuba DGDP and the 7 provincial outcomes set by the KZN Provincial Cabinet.

Each goal area will have an overall cumulative measure of success proposed – 'apex indicator'. Each objective will further be described as well the 'primary indicators' relevant to the successful achievement of the strategic objective. These are proposed with targets up to 2030. A set of interventions is proposed for each objective. These are not exhaustive; they are strategic interventions proposed to achieve the main goals and objectives of the Amajuba DGDP and will also be the subject of consultations going forward. The development indicators will be a product of a variety of official statistics, government data bases and research by various institutions and will clustered into each of the themes. The development indicators are important in that they are measures that assist in understanding the impact of various government policies and programmes on Amajuba District and its citizens. The development indicators come at a right time with the launch of the outcomes methodology under the leadership of the Department of Performance Monitoring and Evaluation, complementing the data that enables Amajuba District Municipality to improve its performance and for citizens to hold local government accountable for performance.

The main narrative of indicators and interventions will be supported by a detailed monitoring and evaluation framework which sets out details such as interim targets, means of verification and sources of data. This section will also define the reporting and monitoring framework with reference to the institutional support framework including government and non-government components. In order to replicate the KwaZulu-Natal Planning Commission, Amajuba District must institute, facilitate and support the convening sector departments to develop detailed trajectories to ensure that the roadmap is absolutely clear on what is required to achieve the 2030 Vision for Amajuba District. Within government, the system or structure of Action Work Groups has been set up to take responsibility for the implementation and reporting of the various Strategic Objectives of the KZN PGDP. These work groups operate across government departments and promote collaborative planning, resource allocation, implementation and reporting.

The KZN Department of Cooperative Government and Traditional Affairs embarked a process towards the preparation of a Growth and Development Plan for Amajuba District Municipality which sets out a clear vision, strategic goals and objectives in line with National and Provincial planning principles. The Amajuba DGDP was developed with an attempt to cascade the development vision of the KZN PGDP to local level.

The following entails a list of the objectives of the ADM DGDP:-

- ✓ To establish and outline a long term vision and direction for the development in the district (vision 2030);

- ✓ To provide an overarching and coordinated framework for planning and development initiatives within each of the local municipalities and across municipal boundaries;
- ✓ To provide a spatial context and justification for priority interventions;
- ✓ To guide resource allocations of various spheres of government, service delivery agencies and private sector working within the district;
- ✓ To develop the institutional arrangement for an effective implementation of the Amajuba DGDP and the KZN PGDS;
- ✓ To align and integrate departmental strategic plans at a district level;
- ✓ To facilitate commitment of resources (human, financial, etc.) towards the implementation of strategic objectives, catalytic initiatives and other district priorities.

The alignment of the ADM DGDP objectives to national and provincial development policies is outlined in below:-



Figure 19: ADM DGDP Alignment with National and Provincial Policy.

Description		CURRENT YEAR		MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK		
		2014/2015	2014/2015	2015/2016	2016/2017	2017/2018
		Original Budget	Adjustment Budget	Budget Year +1	Budget Year +2	Budget Year +3
9503/9517/9501	EMADLANGENI SANITATION-MIG;	12,993,892	1,954,393	5,823,589.00	7,998,112	8,916,305.00
9503/9623/9501	DISASTER MANAGEMENT - MIG FUNDING	-	13,664,237	10,000,000.00	13,635,888	11,989,695.00
9503/9522/9501	BUFFALO FLATS WATER - PHASE 3	6,863,054	8,101,370	15,000,000.00	20,000,000	23,000,000
9503/9526/9501	MWIG - Emadlangeni Rural Water Supply Phase 2	6,640,880	9,985,707	7,000,000	9,150,000.00	10,100,000.00
9504/9592/9501	WCWDM Master Plan	-	2,242,727	7,825,000	5,983,000.00	5,865,000.00
9503/9528/9501	RURAL Households Sanitation(DOHS)	-	1,465,177	-	4,379,000	4,500,000
9506/9533/9501	Office Furniture & Equipment-Financial services	-	8,000	50,000	30,000	20,000

TOTAL CAPITAL EXPENDITURE	54,383,500	74,855,873	70,515,211	61,176,000	64,391,000
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8.2. IGR Municipal Structures

8.2.1. Legislative framework

The Intergovernmental Relations Framework Act (No 13 of 2005) stipulates that there must be a “*district intergovernmental forum to promote and facilitate intergovernmental relations between the district municipality and the local municipalities in the district*” (Section 24). The legislation further indicates that (Section 25[1]):

“A district intergovernmental forum consists of-

- (a) the mayor of the district municipality;*
- (b) the mayors of the local municipalities in the district or, if a local municipality does not have a mayor, a councillor designated by the municipality; and*
- (c) the administrator of any of those municipalities if the municipality is subject to an intervention in terms of section 139 of the Constitution”.*

The legislation further indicates that the role of the forum is to serve as a consultative forum for the DM and LM’s in the district to discuss and consult each other on matters of mutual interest. These include (Section 26[1]):

- (a) draft national and provincial policy and legislation relating to matters affecting local government interests in the district;*
- (b) the implementation of national and provincial policy and legislation with respect to such matters in the district;*
- (c) matters arising in the Premier’s intergovernmental forum affecting the district;*
- (d) mutual support in terms of section 88 of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998);*
- (e) the provision of services in the district;*
- (f) coherent planning and development in the district;*
- (g) the co-ordination and alignment of the strategic and performance plans and priorities, objectives and strategies of the municipalities in the district; and*
- (h) any other matters of strategic importance which affect the interests of the municipalities in the district.*

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- (l) mutual support in terms of section 88 of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998);*
- (m) the provision of services in the district;*
- (n) coherent planning and development in the district;*
- (o) the co-ordination and alignment of the strategic and performance plans and priorities, objectives and strategies of the municipalities in the district; and*
- (p) any other matters of strategic importance which affect the interests of the municipalities in the district.*

8.2.3.Objective of IGR Structures

- Realisation of key national policy goals;
- Achieving policy co-ordination and alignment;
- Initiation, implementation and overseeing of joint work programmes;
- Optimum and accessible service delivery, responsive to the needs of communities;
- Cost effective and sustainable service provision;
- Responsible and accountable state institutions;
- Avoidance of 'turf battles';
- Promote information sharing; and
- Elimination of silo (go-it-alone) mentality in government, resulting in:

8.2.4.The ADM's IGR Forum

The ADM's IGR Forum comprises of the ADM, the Newcastle, Dannhauser and eMadlangeni municipalities. In accordance with the act, the protocol on the relations amongst the aforesaid municipalities was duly approved and signed on 01 November 2012. The forum endeavours to meet quarterly in line with the protocol and schedule of IGR meetings.

District Area Departmental Sub-technical Forums comprising of Senior Managers and Technical Forum comprising of Municipal Managers from four participating municipalities, meets prior to the IGR Forum meetings in order to ensure proper co-ordinated advice to the forum.

OTHER IGR STRUCTURES

Apart from the IGR Forum, the ADM has established a number of IGR structures which will be elaborated on below.

• THE SERVICE PROVIDER'S FORUM

With the establishment of the ADM's IGR forum, and with it being found that structured Service Provider's Forum (SPF) meetings were often not well supported by both provincial and national sector departments, the ADM's SPF was done away with.

Subsequently, one-on-one meetings with departments have been organised where needs arise. Every effort has also been made to increase the participation of sector departments in the IDP RF.

INSTITUTIONAL ARRANGEMENTS

The ADM has created a number of structures to coordinate development within the District Municipality. These structures are summarised as follows:

(i) AMAJUBA FORUM FOR LOCAL ECONOMIC DEVELOPMENT (AFLED)

A need was identified to coordinate and create partnerships between the activities of both the public and private sector within the ADM and as a result, AFLED was established. The role of AFLED can be summarised as follows:

- Coordinate the formulation and implementation of LED policies and strategies;
- Ensure communication and alignment of LED between all stakeholders;
- Identify projects within the Municipalities as part of the IDP process;
- Evaluate LED applications, projects, and business plans;
- Monitor LED implementation;
- Source funding for LED projects;
- Resolve LED roles and responsibilities;
- Coordinate and develop Strategic Development Plans; and
- Create partnerships between the Public and Private Sectors.
- AFLED comprises of 60 members, as follows (See diagram below for exact composition and lines of communication):
 - 22 members from the Tourism Forum (ATF) which includes the Amajuba Tourism Committee (ATC);
 - 32 members from the Agriculture Committee (AAC) and the Catchment Management Forum (CMF);
 - 12 members from the Trade and Industry Committee;
 - 10 private sector individuals including organised business, organised labour, and civil society; and
 - 9 public sector representatives including provincial and national government departments.

AFLED SUB-COMMITTEES

AFLED envisages the creation of three sub-committees, two of which are currently functional, the latter which is still to be established:

AMAJUBA TOURISM FORUM

The Tourism Forum comprises of 22 members made up of the main tourism stakeholders in the ADM. The Tourism Forum played an important role as the Project Steering Committee for a number of tourism-related

sector plans including the Tourism Sector Plan, the Tourism Route Development Plan, the Tourism Signage Development Plan, and the Battlefields Development Plan, and the development of the Amajuba Tourism Routes.

For the exact composition of the committee, see the diagram below.

AMAJUBA AGRICULTURAL COMMITTEE

The Agriculture Committee comprises of 32 members (see the diagram below for the exact composition). Like the Tourism Committee, the Agriculture Committee served as the Project Steering Committee for the development of the Agricultural Plan for the ADM.

AMAJUBA TRADE AND INDUSTRY COMMITTEE

This has yet to be established but will cover commerce and industry issues. The Amajuba led task team is currently addressing this sector.

AMAJUBA STRUCTURES FOR LED DEVELOPMENT

Three additional structures have been developed, or are in the process of establishment, that play important roles in developing and supporting LED development in the ADM, namely:

- SEDA Amajuba

This is the Amajuba Small Enterprise Development Agency (SEDA) which will help emerging businesses and entrepreneurs with, amongst others, business plan formulation, tax related issues, registration of companies, UIF compliance, workman's compensation related issues, etc. This structure will serve as a one-stop-shop for accessing information pertaining to small business development. SEDA Amajuba has been established

- ADA

The Amajuba Development Agency (ADA), a structure which is still to be created, is a delivery mechanism and project management tool for LED in the District. Funding is currently being sought for the establishment and development of this structure. Study for ADA has been completed and is currently being investigated under the shared services initiative.

- THE AMAJUBA PLANNING AND DEVELOPMENT COORDINATION COMMITTEE

The Planning and Development Coordination Committee (P&DCC) was established in 2002 to align planning initiatives in the Amajuba Family of Municipalities. Due to the wide range of issues covered, the large number of people required at these meetings and the general shortage of manpower at municipalities, it was decided to dissolve the committee into a number of issue specific committees, namely:

- IDP STEERING COMMITTEE

The committee deals with, amongst others, the following issues:

IDP's and their alignment;

The alignment of Spatial Development Frameworks; and

The membership of the committee is as follows:

IDP staff from the ADM;

IDP staff from the Newcastle, Dannhauser and Utrecht Municipalities;

Staff from the Department of Co-operative Governance and Traditional Affairs dealing with IDP's

The committee meets quarterly or as the need arises.

- **PLANNING COMMITTEE**

The planning committee is convened by the Department of Co-operative Governance and Traditional Affairs and meets on a quarterly basis. The committee consists of representatives from the COGTA, the ADM and the Newcastle municipality and deals with all planning applications.

- **THE GIS FORUM**

The Amajuba GIS forum comprises officials from the four municipalities in the Amajuba Family of Municipalities who are responsible for rendering GIS services and functions in their respective municipalities. The forum is held on a quarterly basis.

The objectives and responsibilities of the GIS forum is as follows:

Ensure and facilitate the exchange of GIS datasets between government institutions within the DC 25 area of jurisdiction.

Ensure that a platform is in place whereby issues such training, capacity and technical assistance are addressed.

The promotion of GIS Awareness both internal and external.

- **THE AMAJUBA ICT FORUM**

The Amajuba ICT Forum comprises officials from the four municipalities in the Amajuba Family of Municipalities who are responsible for the ICT functions in their respective municipalities.

The objectives and responsibilities of the forum are as follows:

Coordinate the formulation and implementation of municipal ICT policies and strategic plans within the municipalities;

To share ICT information regarding training and capacity building; and

Provide advice on the standardisation of systems.

The forum meets on a quarterly basis.

8.2.5. Ward Committees

The ADM has made use of the Ward Committees of the three LM's to publicise the budget and the IDP. Training sessions have been organised with Ward Committee Councillors to train them on the budget and IDP and to enable the councillors to answer any questions in this regards.

In terms of the status of the ward committees in the three LM's, Dannhauser and Newcastle have amended their structures to Collective Executives with Combined Ward Committee Systems in terms of Section 9(b) of the Municipal Structures Act. Utrecht, on the other hand, has amended its structure in terms of Section 9(f) of the Municipal Structures Act to be a Plenary Executive with a Ward Committee System.

8.2.5.1. Role of ward committees and legislative framework

The imperative on ADM is oriented towards planning and monitoring of Ward Committees with regard to the establishment and functionality to ensure co-ordination of all support initiatives and programmes. And ensuring common and comprehensive understanding of legislation and policies with regards Public Participation. Hence the establishment of the District Public Participation Forum (DPPF) comprising of ADM and LM's to promote co-ordinate and monitor implementation and roll out of public participation training done jointly with COGTA.

The DPPF structure then reports to Provincial Public Participation Steering Committee (PPPSC) which led by COGTA public participation unit and report directly to MEC.

Part 4 of the Municipal Structures Act, 1998 (Act No.117 of the 1998) provides for the establishment of the ward committees as an effective structure to encourage community participation in municipal matters, and also provides that the purpose of the ward committee is to enhance participatory democracy in local government.

On the other hand the Municipal Systems Act seeks to assert the importance and the means of public participation in local government. Thus it can be deduced that public participation is indeed a legal requirement aimed at enhancing participatory, good governance and effective service delivery.

Functioning Of Ward Committees

The primary objective of the ward committees is to ensure the co-ordinated and coherent community involvement, and community based organization in matters of local government. The Republic of South Africa Constitution Act (108 of 1996) Section 152(1) places an obligation on local government to encourage the involvement of communities and community organization in matters of local government. The tables below focus on the functionality of ward within the ADM.

Table 33: Functioning of Ward Committees (Newcastle Local Municipality)

KEY RESULT AREA	OUTCOMES	WHAT WAS ACHIEVED	WHAT WAS NOT ACHIEVED	REMEDIAL ACTION & TIME FRAMES
Integrated planning, budgeting and development	1. Development of Ward Operational Plan			-To improve the accountability of Ward Committees -To assist in improving performance -Skills Development for secretaries in computer and report writing
	2. Capacity Building			-Leadership skills and conflict management -Core municipal processes (IDP/budget/PMS/LED/Service Delivery)
Stakeholder participation in public service delivery	1. NN municipality has	-Ward Committees were established -Provision of training and capacity building	-Community meetings usually take place upon organizing by the ward councillor who is the chairperson of the ward committee	18 September 2011 Ongoing -Ongoing
Functionality of Ward Committees	1. Non-functional wards are eleven (11) 2. Number of ward committee	-Assessment was undertaken	-Political intolerance -Non attendance of submitted issues by Departments	1 per quarter

	meetings held 3.Number of meetings chaired by the Councillor 4.Percentage of attendance 5.Number of sectoral reports 6.Number of ward reports submitted to the municipality		-Failure of Ward Councillors to convene ward meetings -Lack of commitment from ward committee members and councillors	1 per quarter 50% plus 1 10 per month 1 per quarter
Ensure good governance	1.Portfolio Allocations	-Induction workshop -Secretary training -Induction training -Chairpersons training -Portfolio meetings -Meetings standardized agenda -CBP training -Administrative support -Annual Conference -Induction of the ward committee Policy and Code of Conduct -Monthly Reporting Format	-Political intolerance -Non attendance of submitted issues by Departments -Failure of Ward Councillors to convene ward meetings -Lack of commitment from ward committee members and councillors	-January 2012 -March 2012 -September 2012 -September 2012 -September 2012 -September 2012 -February 2013 -Ongoing -June 2013 -October 2013 -July 2013
Future programmes	1.Community Based Planning (R500 000.00) 2. Development of Ward Committee Operational Plan (R300 000.00) 3. IDP/Budget Consultation Meetings 4.Portfolio Meetings (R200 000.00) 5.Annual Meetings (R300 000.00) 6. Constituency Meetings 7.Capacity Building (R500 000.00)			February 2014 March 2014 March 2014 May 2014 June 2014 July 2014 August 2014

Table 34: Functioning of Ward Committees (Dannhauser Local Municipality)

KEY RESULT AREA	OUTCOMES	WHAT WAS ACHIEVED	WHAT WAS NOT ACHIEVED	REMEDIAL ACTION & TIME FRAMES
Integrated planning, budgeting and development	Establish Operation Sukuma Sakhe	Council Resolution was passed to allow the Councillors to seat once a month in the OSS operations to provide and allow the councillors space to execute requests of the communities by ensuring a	Councillors are not committed	

		practical turn-around time to attend to such requests		
Functionality of Ward Committees	Establish Ward Committee	-11 Ward Committees were established	-Poor report submissions -Members were provided with out of pocket allowances	Ongoing
Stakeholder participation in public service delivery	Community Meetings	-11 Ward Committees established	-Poor report submissions to public participation unit	Ongoing
Ensure good governance	1.Portfolio Meetings	-Meetings were conducted by the public participation unit	-No financial support from the public participation unit -No accountability	Ongoing
Future programmes	Non indicated			

Functioning of Ward committee in Emadlangeni Local Municipality

Please note that no reports were submitted; a follow up meeting with the relevant unit will follow. Their wards were assessed by Provincial COGTA public participation unit wherein the ward committees were regarded as non-functional due to failure to report.

8.3. Traditional Authorities

The Amakhosi participate in a number of structures in the ADM which influence planning including:

- AFLED;
- The Agricultural Sub-committee of AFLED; and
- The IDP Representative Forum.

The tribal authorities are part of LED planning in the DM, specifically the agricultural planning. Furthermore, the rural roads projects of the ADM's Engineering Department aims to promote accessibility for these tribal areas. The majority of the water and sanitation projects are also being rolled out in the Amakhosi areas in the Dannhauser and eMadlangeni municipalities and they participate in the planning structures for these areas.

The road shows, publicising the Budget and IDP, have also had a rural bias and involved the Amakhosi with some of the meetings occurring in their areas.

8.3.1. Powers And Functions

No local functions have been allocated to the ADM to perform on behalf of the local municipalities within the Amajuba Family of Municipalities.

Figure 20: Municipal Powers, Duties and Functions

Constitutional Mandate, Powers and Functions	Newcastle Local Municipality	Dannhauser Local Municipality	Emadlangeni Local Municipality	ADM
Water & Sanitation in terms of Section 84(3) 1(b) & 1(d) of the MSA	✓	x	x	✓
LED in terms of Schedule 4 & 5 part (b) of the constitution & Chapter 7 (153)	✓	✓	✓	✓
MHS in terms of Section 84(1) (i) of the MSA	x	x	x	✓
Municipal Airports in terms of section 84(i) (j) schedule 4 part (b)	✓	✓	x	✓
Fire Fighting in terms of Section 84(i) (j) schedule 4 part (b)	✓	✓	✓	✓
Disaster Management in terms of section 25,42 & 53 of the DMA 57 of 2002	✓	✓	✓	✓
The Constitution of Republic of SA Act of 1996 in terms schedule 4& 5 part (b) of the constitution	✓	✓	✓	✓
Electricity in terms of section 84(1) (c) except planning of the MSA	✓	✓	✓	✓
Waste Management in terms of schedule 4 & part (b) of the constitution	✓	✓	✓	✓
Housing in terms of providing land and bulk services	✓	x	x	✓
FBS – targeted indigent register available	✓	✓	✓	X
Greening programme in terms of Schedule 4 & part (b) of the Constitution Environmental promotion	✓	✓	✓	✓
Municipal Planning in terms of MSA Section 84 (1) (a)	✓	✓	✓	✓
Municipal Roads in terms of Schedule 4 & part (b) of the Constitution	✓	✓	✓	MSA S84(1)
Child Care Facilities in terms of Schedule 5 & part (b) of the Constitution	x	x	x	✓
Control of undertaking to sell liquor to the public in terms of Schedule 5 & part (b) of the Constitution	✓	✓	✓	✓
Facilities for accommodation, care/ burial of animals in terms of Schedule 5 & part (b) of the Constitution	✓	✓	✓	✓
Markets in terms of MSA S84(1)(k)	•	x	x	✓
Municipal Abattoirs in terms of Schedule 5 & part (b) of the Constitution	✓	✓	✓	MSA S84(1)(k)
Promotion of Tourism In terms of Schedule 4 & part (b) of the Constitution[planning]	✓	✓	✓	MSA S84(1)(k)
Local Amenities / Sports facilities / Parks & Recreation in terms of Schedule 5 & part (b) of the constitution	✓	✓	✓	x
Billboards in terms of Schedule 5 & part (b) of the constitution	✓	✓	✓	x
Public Places in terms of Schedule 5 & part (b) of the Constitution	✓	✓	✓	✓

Based on the assessment conducted by the Auditor General for the financial year ending June 2013, the ADM developed an action plan which will be utilized as a tool to eliminate the queries raised by the AG. Below is the action plan for 2012/2013:

Table 35: Audit Action Plan 2014/15

Type of Opinion: Qualified Audit Opinion
Type of Opinion Previous Year: Disclaimer Audit Opinion
Adequacy of Audit Response:

Audit Query	Response from Municipality Action to resolve query	Person Responsible	Target Date
Qualified opinion			
Revenue and consumer debtors – Service charges			
1. I was unable to obtain sufficient appropriate audit evidence that revenue and debtors from service charges had been properly accounted for as there were households within the demarcations of the municipality that are not included in the database of the municipality. I was unable to confirm revenue and debtors from service charges by alternative means. Consequently, I was unable to determine whether any adjustment to revenue from service charges a2nd consumer debtors relating to water sales stated at R17,86 million and R14,74 million in notes 18 and 14 to the financial statements was necessary.	Services of the GIS will be used in order to provide all unbilled meters within ADM jurisdiction through maps. Information obtained would then be handed over to the consultants for verification and then updated to the financial system.	Acting CFO Dir: Engineering GIS Manager	31 March 2016
Emphasis of matters			
Restatement of corresponding figures			
2. As disclosed in note 36 to the financial statements, the corresponding figures for 30 June 2014 have been restated as a result of an error discovered during 2015 year in the financial statements of the municipality at, and for the year ended, 30 June 2014.	Prepare regular, accurate and complete financial reports evidenced by reliable information Ensure review of annual financial statements and accounting policies	CFO Internal Audit Audit Committee	30 April 2016 31 July 2016

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Audit Query	Response from Municipality Action to resolve query	Person Responsible	Target Date
Material impairments and losses			
3. As disclosed in note 9 to the financial statements, material losses to the amount of R5,69 million (2013/14: R7,36 million) were incurred as a result of an impairment of long outstanding debts due to poor debt collection policies and the incorrect database of households used for service charges billing at the municipality.	Review and implementation of credit control policy	CFO	31 March 2016
4. As disclosed in note 45 to the financial statements, water losses of R8,41 million (2014: R21,54 million) were incurred as a result of distribution losses.	Strategy to deal with water and distribution losses to be developed	CFO Director: Technical Services	31 March 2016
Going concern			
5. As disclosed in note 38 to the financial statements the municipality's current liabilities exceeded its current assets by R34,46 million and that available cash resources was not sufficient to cover the commitment for unspent conditional grants.	The Interim Finance Committee has been established for expenditure management The Committee meets on a weekly basis	CFO	Ongoing
Report on other legal and regulatory requirements			
<u>Predetermined objectives</u>			
Reported objectives not consistent with planned objectives			
6. Section 41(c) of the Municipal Systems Act (Act No. 32 of 2000) (MSA) requires the integrated development plan to form the basis for the annual report, therefore requiring consistency of objectives between planning and reporting documents. A total of 300% of the reported objectives were not consistent with those in the approved integrated development plan. This was due to a lack of skill and slow response by management to respond to recommendations by the oversight role players.	Review and update Annual Performance report Compile reporting template to indicate dates for submitting quarterly reports and POE files for audit verifications Review and update Annual Performance report	All HOD's	30 September 2016

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Audit Query	Response from Municipality Action to resolve query	Person Responsible	Target Date
<p>Reliability of reported performance information</p> <p>7. The FMPPi requires municipality's to have appropriate systems to collect, collate, verify and store performance information to ensure valid, accurate and complete reporting of actual achievements against planned objectives, indicators and targets. Adequate and reliable corroborating evidence could not be provided for 20.7% of the targets to assess the reliability of the reported performance information. This was due to limitations placed on the scope of our work by the municipality.</p>	<p>PoE files with supporting documents to be kept performance reporting</p> <p>Internal audit to audit performance on a quarterly basis</p> <p>Implementation of performance internal audit recommendations</p>	<p>All HoDs PMS Manager</p> <p>Manager: Risk and Internal Audit</p> <p>All HoDs</p>	<p>31 January 2016</p> <p>31 January 2016</p> <p>31 January 2016</p>
<p>Reported objectives not consistent with planned objectives</p> <p>8. Section 41(c) of the MSA requires the integrated development plan to form the basis for the annual report, therefore requiring consistency of objectives, between planning and reporting documents. A total of 200% of the reported objectives were not consistent with those in the approved integrated development plan. This was due to a lack of skill and slow response by management to respond to recommendations by the oversight role players.</p>	<p>Alignment and consistency to be addressed during the crafting of the IDP Budget and SDBIP 2016/17</p>	<p>Acting PMS Manager</p>	<p>31 July 2016</p>
<p>Reported indicators and targets not consistent with planned objectives</p> <p>9. Section 41(c) of the MSA requires the service delivery and budget implementation plan to form the basis for the annual report, therefore requiring consistency of objectives, indicators and targets between planning and reporting documents. A total of 33% of the reported indicators and 38% of the reported targets were not consistent with those in the approved service delivery and budget implementation plan. This was due to a lack of skill and slow response by management to respond to recommendations by the oversight role players.</p>	<p>Alignment and consistency to be addressed during the crafting of the IDP Budget and SDBIP 2016/17</p>	<p>Acting PMS Manager</p>	<p>31 July 2016</p>

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Audit Query	Response from Municipality Action to resolve query	Person Responsible	Target Date
<p>Performance indicators not well defined</p> <p>10. Performance indicators should be well-defined by having clear definitions so that data can be collected consistently and is easy to understand and use, as required by the FMPPi. A total of 23% of the indicators were not well-defined. This was because management did not adhere to the requirements of the FMPPi due to a lack of proper systems and processes.</p>	<p>Capacity training to PMS unit to be implemented</p> <p>Performance Indicators to be redefined during adjustment of budget</p>	<p>PMS Manager</p> <p>All HoDs PMS Manager</p>	<p>30 November 2015</p> <p>31 January 2016</p>
<p>Reported objectives and targets not consistent with planned objectives/targets</p> <p>11. Section 41(c) of the MSA requires the integrated development plan to form the basis for the annual report, therefore requiring consistency of objectives and targets, between planning and reporting documents. A total of 250% of the reported objectives and 31% of the reported targets were not consistent with those in the approved integrated development plan. This was due to a lack of skill and slow response by management to respond to recommendations by the oversight role players.</p>	<p>Alignment and consistency to be addressed during the crafting of the IDP Budget and SDBIP 2016/17</p>	<p>Acting PMS Manager</p>	<p>31 July 2016</p>
<p>Reported objectives not consistent with planned objectives</p> <p>12. Section 41(c) of the Municipal Systems Act (Act No.32 of 2000) (MSA) requires the integrated development plan to form the basis for the annual report, therefore requiring consistency of objectives between planning and reporting documents. A total of 100% of the reported objectives were not consistent with those in the integrated development plan. This was due to a lack of skill and slow response by management to respond to recommendations by the oversight role players.</p>	<p>Review and update Annual Performance report</p> <p>Compile reporting template to indicate dates for submitting quarterly reports and POE files for audit verifications</p>	<p>All HOD's</p>	<p>30 September 2016</p>
Additional matters			
<p>Achievement of planned targets</p>	<p>Review and update Annual Performance report</p>	<p>All HOD's</p>	<p>31 January 2016</p>

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Audit Query	Response from Municipality Action to resolve query	Person Responsible	Target Date
13. Refer to the annual performance report on pages x to x and x to x for information on the achievement of the planned targets for the year. This information should be considered in the context of the material findings on the usefulness and reliability of the reported performance information for the selected objectives reported in paragraphs 15 to 21 of this report.			
Adjustment of material misstatements			
14. I identified material misstatements in the annual performance report submitted for auditing on the reported performance information of basic service delivery, local economic development, good governance and public participation and spatial planning and environmental management. As management subsequently corrected only some of the misstatements, we raised material findings on the usefulness and reliability of the reported performance information.	Review and update Annual Performance report Compile reporting template to indicate dates for submitting quarterly reports and POE files for audit verifications	All HOD's	30 September 2016
Compliance with legislation			
Strategic planning and performance management			
15. The performance of uThukela water (Pty) Ltd against the agreed performance objectives and indicators was not monitored and annually reviewed, as part of the annual budget process, as required by section 93C(a)(v) of the MSA.	Engagement to be held with remaining shareholders and the entity to correct the shareholding status	Municipal Manager	31 January 2016
Annual financial statements			
16. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA. Material misstatements of liabilities, investments in associate and disclosure items identified by the auditors in the submitted financial statements were subsequently corrected and supporting records were provided subsequently, but the uncorrected material misstatements and supporting records that could not be provided resulted in the financial statements receiving a qualified audit opinion.	Prepare regular, accurate and complete financial reports evidenced by reliable information Ensure review of annual financial statements and accounting policies	CFO Internal Audit Audit Committee	30 April 2016 31 July 2016
Human resource management			

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Audit Query	Response from Municipality Action to resolve query	Person Responsible	Target Date
17. Sufficient appropriate audit evidence could not be obtained that the municipality developed and adopted appropriate systems, policies and procedures to monitor, measure and evaluate performance of staff as required by section 67(d) of the MSA.	Cascading of performance management to other management is being implemented	PMS Manager	31 March 2016
Expenditure management			
18. Reasonable steps were not taken to prevent unauthorised, irregular and fruitless and wasteful expenditure, as required by section 62(1) (d) of the MFMA.	Interim Finance Committee has been established for expenditure management and the committee seats on a weekly basis	Municipal Manager	Ongoing
19. Money owed by the municipality was not always paid within 30 days, as required by section 65(2) (e) of the MFMA.	The non-compliance is due to cash flow crisis. An Interim Finance Committee has been established to address the management of cash flow.	CFO	Ongoing
Revenue management			
20. An adequate management, accounting and information system which accounts for revenue and debtors was not in place, as required by section 64(2)(e) of the MFMA. An effective system of internal control for debtors and revenue was not in place, as required by section 64(2) (f) of the MFMA.	Services of the GIS will be used in order to provide all unbilled meters within ADM jurisdiction through maps. Information obtained would then be handed over to the consultants for verification and then updated to the financial system. Review and implementation of credit control policy	Acting CFO Dir: Engineering GIS Manager	31 March 2016
Procurement and contract management	A comprehensive voucher audit will take place for all expenditure incurred from July 2015 to January 2016 in order to address the limitation of scope.	CFO	28 February 2016

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Audit Query	Response from Municipality Action to resolve query	Person Responsible	Target Date
21. Contracts and quotations were awarded to bidders who did not submit a declaration on whether they are employed by the state or connected to any person employed by the state, as required by SCM regulation 13(c).	For quotations between R30 000 and R200 000 a declaration of interest must be provided. Data cleansing exercise on the municipal procurement database	CFO	31 January 2016 31 March 2016
Internal control			
Leadership 22. Leadership did not exercise adequate oversight over financial and performance reporting and compliance with laws and regulations, as well as internal control. In this regard, leadership did not ensure that credible financial and performance reports that are supported and evidenced by reliable information are prepared and that procurement of goods and services is done in accordance with the municipal supply chain management regulations.	Provide effective leadership based on a culture of honesty, ethical business practises and good governance, protecting and enhancing the best interest of the municipality Exercise oversight responsibility regarding financial and performance reporting and compliance and related internal controls. Establish and communicate policies and procedures to enable and support understanding and execution of internal control objectives, processes and responsibilities	Executive Committee Executive Committee Municipal Manager	31 January 2016 31 January 2016 31 January 2016
Financial and performance management 23. Management did not diligently undertake routine monthly reconciliations and reviews, coupled with the maintenance of revenue records and debtor's records to support the amounts reported in the financial statements. Management also did not adequately prepare complete and accurate financial and performance reports and monitor compliance with legislation due to vacancies in finance and performance unit.	Implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting. Implement controls over daily and monthly processing and reconciling of transactions Prepare regular, accurate and complete financial reports evidenced by reliable information	All HODs CFO CFO	31 January 2016 31 January 2016 31 January 2016

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Audit Query	Response from Municipality Action to resolve query	Person Responsible	Target Date
Governance 24. The risk assessment processes and reviews were not adequate to ensure that key financial risks were mitigated and responded to in good time by management.	The established Risk management committee to review the adequacy of risk assessment processes Report to be submitted to audit committee for review	Manager: Risk and Internal Audit Manager: Risk and Internal Audit	31 January 2016 31 January 2016

8.3.3.Responses to MEC Comments COGTA

The comment received from the MEC in respect to the IDP is a process supported by COGTA in compliance to Chapter 5, section 25 of the Municipal Systems Act No32 of 2000. The responses below are derived as a notification tool to the office of the MEC COGTA regarding the comments on the IDP 2015/2016. The responses below are categorised as the KPA structure in the MEC letter:

- Municipal Transformation And Institutional Development
 - The organisational structure of the Environmental Unit has been reflected.
- Local Economic Development
 - The LED interventions have been Spatially represented
 - There has been effort in adding more information in respect to Social Development, the ADM takes note of the comment and will continuously update the information to ensure that the information required is represented
 - Even though the ADM provided services to assist the LMs in terms of LED, however it is not mandatory for the District to work at ward levels as the intention for the ADM LED unit to start project that will have high level impact to boost the economic and human development for the LM holistically
- Basic Service Delivery And Infrastructure Investment
 - The ADM together with COGTA is working on ensuring that the capital projects are correctly geographically referenced and incorporated on the IDP
- Financial Viability And Financial Management
 - The municipality has initiated a process to ensure that there are minimal comments regarding this section. On the approval of the Draft Budget 2015/2016 the ADM will seek technical assistance from the Provincial Treasury on ensuring the necessary information is reflected in the IDP 2015/2016. The IDP depicts the Budget at the high level hence the Budget is attached as an Annexure to the IDP
 - The past three year Auditor General outcomes have been captured
- Good Governance And Community Participation
 - The functionality of the IGR structures has been incorporated and the ADM has been working closely with COGTA on ensuring that all critical structures are active, function, efficient and effective
- Spatial Development Framework
 - The SDF has been referenced as an annexure and some topics from the SDF have been covered in various sections of the IDP
- Other Key Observations To Take Into Consideration
 - The comment on the alignment of the District priorities with the NDP and PGDS has been addressed.
 - The structures involved in the IDP Process have been identified in the IDP.

- Operation Sukuma Sakhe has been captured, the issue of war-rooms and programmes has been captured on the IDP
- The MTAS has been closed and now the municipality is focusin on the Back to Basics Programme

8.4. Municipal Plans and Policies

Policies are an integral part of an organisation as they enforce uniformity in decision making. There are various policies required for a organisation to function effectively and efficiently. A plan/strategy assists in enforcing the plan by indicating which programmes need to be implemented in order for the organisation to achieve its set objectives. The ADM has a set of policies and plans to assist in the implementation of programmes that will in turn enrich the communities within its jurisdiction.

The table below contains a list of sector plans that the municipality is currently in possession of, sector plans that the municipality has intention to either develop or review and sector plans that are statutory to be in place.

Table 36: Status of Sector Plans

NO.	SECTOR PLAN	COMPLETED? (Y/N)	ADOPTED (Y/N)	ADOPTION DATE (IF ADOPTED)	DATE OF NEXT REVIEW
1	LED	Yes	Yes	December 2012	2016/17
2	Tourism	Yes	Yes	September 2012	2016/17
3	Disaster	Yes	Yes	2006	Currently under review
4	Manufacturing Plan	Yes	Yes	2005	2014/15
5	Agricultural Plan	Yes	Yes	2005	September 2015
6	Public Transport Plan	Yes	Yes	2005	Currently under review
7	Cemetery Plan	Yes	Yes	2005	Currently under review
8	Waste Management Plan	Yes	Yes	2004	2014/15
9	Air Quality Plan	No	No	New	Currently being developed
10	SDF	Yes	Yes	2007	Currently being reviewed
11	Environmental management Plan	Yes	Yes	2006	2015/16
12	WSDP	No	No	New	Currently being developed
13	Water & Sanitation master Plan	No	No	New	Currently being Developed
14	Asset management Plan	No	No	New	Currently being developed

The table below contains a list of policies that the municipality is currently in possession of. It is statutory for the municipality to have these policies due to the overarching purpose of having policies. The District municipality has different functions compared to a local municipality so it should be noted that there a number of policies that the ADM will not have due to its core functions as set out in the Municipal Structures Act no. 117 of 1998.

The table below contains a list of policies that the municipality is currently in possession of. It is statutory for the municipality to have these policies due to the overarching purpose of having policies. The District municipality has different functions compared to a local municipality so it should be noted that there a number of policies that the ADM will not have due to its core functions as set out in the Municipal Structures Act no. 117 of 1998.

Figure 21: Policies effective 01 July 2015

Office of the Municipal Manager	
Communication Policy	
Department of Financial Services Reviewed Policies	
Budget Policy	Accounting Policies
Indigent Support Policy	Tariff Policy
Anti-Fraud and Corruption Policy	Asset Management Policy
Banking, Cash Management and Investment Policy	Credit Control, Debt Collection and Customer Care Policy
Supply Chain Management Policy	Virement Policy
Irregular or Wasteful Expenditure Policy	Funding & Reserve Policy
Department of Corporate Services Reviewed Policies	
Access to Employee Files Policy	Protective Clothing Policy

Cellular Phones and 3Gs policy	Recruitment & Selection Policy
Confidentiality Policy	Subsistence and Travelling Policy
Employment Equity and Affirmative Action	Security of Municipal Affairs Policy
Employee Wellness policy	Sexual Harassment Policy
Employee Promotion Policy	Staff Study Bursaries Policy
Workplace HIV and AIDS Policy	Substance Abuse Policy
Internship Programme, In-Service and Experiential Training Policy	Training and Development Policy
Mayoral Vehicle Policy	Transport Allowance Scheme Policy
Official Attendance of Memorial Services and Funerals and Bereavement Policy	Use of Municipal Assets and Resources Policy
Subsistence Allowance: Visits Outside the Country Policy	Investigation of Fraud & Corruption Policy
Acting Allowance Policy	Whistle Blowing Policy
Anti-Fraud and Anti-Corruption Policy and Response Plan	Hall and Facilities Policy
Involvement of Spouses Accompanying Councillors and/or Officials on Official business Policy	
The following Policies are contained in the South African Local Government Bargaining Council Collective Agreements and is agreed upon at Bargaining Council Level	
Leave (Annual, Sick, Family Responsibility, Special Leave)	13 th Cheque
Acting Allowance	Overtime
Night Work Allowance	Emergency Work
Standby Allowance	Demotion
Disciplinary Code	Grievance
Department of Planning and Development Reviewed Policies	
IT Policy	
Department of Community Services Reviewed Policies	
Amajuba Sports, arts and Culture Funding Policy	
Department of Corporate Services New Policies	
Security and Access Control Policy	Occupational Health and Safety
Fleet Management Policy	Retirement Policy
Records Management Policy	

Source: ADM Department of Corporate Services

The above reviewed and new policies for the ADM were tabled to Council on the 20 May 2015 as per Council Resolution C113:20/05/2015 with the resolution from Council that they all be approved and be affected as from the 1st July 2015

8.5. Municipal Bylaws

The municipality is only responsible for the provision of water and sanitation to local municipalities and should generate revenue from the provision of such services. In order to ensure that these services are provided efficiently to communities the ADM has the Water and Sanitation Bylaw which regulates the provision of the service technically and administratively.

9. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

9.1. Performance Management

The municipal planning and performance management regulations (2001) stipulates that a “municipality’s performance management system entails a framework that describes and represents how the municipality’s cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players” (chapter 3, section 7, municipal planning and performance management regulations, 2001).

Performance management is an organisational process that links what individuals and teams do on a daily basis with the larger goals, values and cultural practices of Amajuba district municipality and the needs of its community; it is a process for establishing a shared understanding about what is to be achieved and how it is to be achieved; it is an approach to managing people that, when done well, contributes to an enduring and healthy organisation.

This system seeks to facilitate the shift to a strategic approach to the management of performance and empowers managers and employees to see the performance as an integrated and dynamic, real-time feature of work life. It is not a separate stand-alone process. It must be integrated with the department of the municipality, and operational/business plans and municipal budgets.

The system is informed by the following policies and legislations:

- the constitution (1996)
- the batho pele white paper (1998)
- the white paper on local government (1998)
- the municipal systems act (2000)
- municipal planning and performance management regulations (2001)
- municipal performance regulations for municipal managers and managers directly accountable to municipal managers (2006)
- integrated development plan – Amajuba district municipality (2007/8)
- municipal finance management act (2003)

The table below indicates the key elements of the system and their implementation status to date as well as challenges to undertake in the said review.

Benefits of the PMS include:

- provides appropriate management information for informed decision-making.
- manages expectations and ensuring increased accountability between the role-players within and external to the municipality.
- provides early warning signals.
- identifies major or systematic blockages and guides future planning.
- encourages the direction of resources
- checking that the delivery is happening as planned.
- promotes the efficient utilization of resources.
- promotes the delivery of the envisaged quality of service.
- assists municipalities in making timeous and appropriate adjustments in the delivery and management of resources.
- identifies capacity gaps in both human and non-human resources, assists in determining right-sizing requirements.
- identifies communities and areas that lag behind others in terms of development and thus assists in spatial and sectoral integration.
- assists municipalities in their “developmental” role/focus.

Table 37: Key PMS elements for implementation

ELEMENT	IMPLEMENTATION
Section 57 Performance Contracts	Compliance with Section 54/56 of the MSA
Service Delivery and Budget Implementation Plan (SDBIP)	Organisational KPIs Organisational Targets Linkage with National KPIs Linkage with the IDP Utilised as a scorecard in Excel version
Audit and Performance Management Committee	Compliance with section 166 of the MFMA
Annual Report (AR) and Annual Performance Report (APR)	Compliance with section 46 of MSA and 121 of MFMA
Performance Auditing	Compliance with 2001 Regulations

9.1.1. Performance Management Policy Statements

Performance management is performed in-house. The guidelines of the performance management of the municipality are as follows:

- Policy Statement 1: Amajuba District Municipality views performance management as a business process
- Policy Statement 3: Performance management is viewed by Amajuba District Municipality as an approach and a system to manage people and performance
- Policy Statement 4: In Amajuba District Municipality, managers and employees will use the management of performance for the health, and long-term growth of the municipality according to the strategies and objectives set, and agreed to, by the Council.
- Policy Statement 5: Competencies and standards drive the process of achieving performance, results and development
- Policy Statement 6: In Amajuba District Municipality judgment will be the most important factor in determining competence and performance ratings; mathematical calculations cannot be a substitute for the use of good judgement and common sense when it comes to performance assessments
- Policy Statement 7: In Amajuba District Municipality clear, consistent, and visible involvement by EXCO and managers is mandatory for successful performance measurement and management.
- Policy Statement 8: Effective and open communication by all levels of management and employees is mandatory
- Policy Statement 9: Accountability for results must be clearly assigned and well understood by everyone
- Policy Statement 10: Measures must be linked to performance planning and assessment for both teams and individuals
- Policy Statement 11: Targets should be linked to appraisal and assessment discussions
- Policy Statement 12: Results, and progress toward achieving outputs and results, will be openly shared / communicated with employees, customers, and stakeholders by EXCO and managers
- Policy Statement 13: Performance measurement results will be used to effect continuous performance change and improvement
- Policy Statement 14: Managers are to be sufficiently well briefed and trained to take responsibility to implement a formal performance management system.
- Policy Statement 15: Section 57 employees are mandated to sign a performance agreement beginning of each financial year

9.1.2. Key Performance Areas

IDP is linked to PMS and in turn, the organisational priorities are linked to the six national KPAs as shows in the tables below.

Table 38: KPA Table link to IDP

Key Performance Areas (KPAs)	IDP Priorities
Basic Service Delivery	Integrated Service Delivery; Economic Development; Social Facilitation; Institutional Governance;
Municipal Institutional Development and Transformation	Institutional and Governance; Economic Development;
Local Economic Development (LED)	Economic Development; Integrated Service Delivery
Municipal Financial Viability and Management	Institutional Governance
Good Governance and Public Participation	Institutional Governance; Social Facilitation;
Spatial Planning and Environmental Management	Integrated Service Delivery; Environmental Management; Municipal Planning

Each organisational KPA is cascaded down to a level at which it could be allocated to the department and thus the specific individual Section 56 Managers who need to fulfil that functions. For each KPA, a KPI is derived in respect of each of the

development priorities and objectives contained in the IDP and a performance target together with a timeline for that particular function is assigned. In turn the Performance Contracts/Agreements of each Section 56 Manager will be formed.

Each of the Section 56 Managers enters into a Performance Contract with the municipality. The Performance Contracts are reviewed annually, in line with the requirements of that year's strategy.

10.1.3 Mechanism To Monitor And Evaluate Performance

- There are six Section 56/54 Managers who are all in possession of approved performance agreements.
- The section 54/56 assessments are conducted by evaluation committee mid-yearly and at the end of the financial year.
- The first and third quarter assessments are informal and are performed by the Municipal Manager in the case of the Directors and by the Mayor in the case of the Municipal Manager.
- The SDBIP is assessed on a quarterly basis.
- The Middle Managers are in possession of Work plans; which they report upon on a quarterly basis.

10.1.4 Service Delivery And Budget Implementation Plan

Every municipality must have in place the Service Delivery and Budget Implementation Plan (SDBIP) as a tool to monitor its service delivery.

Section 1 of the Municipal Finance Management Act (No.56 of 2003) defines the SDBIP as: "a detailed plan approved by the mayor of a municipality in terms of section 53 (1)(c)(ii) for implementing the municipality's delivery of services and the execution of its annual budget and which must include (as part of the top-layer) the following:

1. projections for each month of-
 - 1.1.1. revenue to be collected, by source; and
 - 1.1.2. operational and capital expenditure, by vote;
 - 1.1.3. service delivery targets and performance indicators for each quarter".
 - 1.1.4. ward information for expenditure and service delivery

In the case of Amajuba DM, the ward information is not stipulated because Amajuba DM is lawfully not accountable in respect to ward committees.

The municipality annually prepare its SDBIP which taken is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and Integrated Development Plan (IDP). SDBIP determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through section 71 monthly reports, and evaluated through the annual report process.

The SDBIP as a management, implementation and monitoring tool assists the Mayor, Councillors, Municipal Manager, Senior Managers and Community. It also enables the Municipal Manager to monitor the performance of senior managers, the Mayor to monitor the performance of the Municipal Manager, and for the community to monitor the performance of the municipality.

The SDBIP serves as a critical tool to focus both the administration and council on outputs by providing clarity of service delivery expectations, expenditure and revenue requirements, service delivery targets and performance indicators. The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. As a result, the SDBIP determines and is consistent with the Performance Agreements between the Mayor and the Municipal Manager and the Municipal Manager and Senior Managers determined at the start of every financial year approved by the Mayor.

The Municipal Manager is responsible for the preparation of the SDBIP, which must be legally submitted to the Mayor for approval once the budget has been approved by the Council (around end-May or early-June). However, the Municipal Manager

should start the process to prepare the top-layer of the SDBIP no later than the tabling of the budget (around March or earlier) and preferably submit a draft SDBIP to the Mayor by 1 May (for initial approval).

10.1.5 Annual Report

The Municipal Finance Management Act requires all municipalities to compile an annual report, which must amongst others include a municipality's performance report compiled in terms of section 46 of the MSA. The annual report timeline and process plan as guided by the relevant legislations are as stated in the tables below.

Table 39: Key Activities for AR preparation

MONTH	ACTIVITIES	
July	4th Quarterly Report (Previous Year)	
August	APR & AFS to AG	
September		
October	1st Quarterly Report	
November	AG Audit Report	
December		
January	Mayor AR to Council	2nd Quarterly Report
February		
March		Oversight Report
April	Publicize AR Submit AR to Provincial Legislature	3rd Quarterly Report
May		
June		

Table 40: Summary Of PMS Roles And Responsibilities Of Key Role-Players

ACTION	KEY ROLEPLAYERS
Signing of new performance agreements (PAs) for Section 54/56 Managers and submission to EXCO (Section 69 of the MFMA and Section 57 of the MSA). Prepare Departmental Business Plans Approve Service Delivery and Budget Implementation Plan Final S54/56 Managers' Performance Assessments Prepare Annual Performance Report (APR)	Section 54/56 Managers – to approve performance agreements Mayor – to approve performance agreements Evaluation Panel Council – to adopt SDBIP and Pas Local community – to comment on the SDBIP Management Committee – to compile the APR as part of the Annual Financial Statements to be submitted to Auditor General by 30 August
Quarterly Audit Committee meeting MFMA Sect 166 & MPPR Reg. 14(3)(a) Quarterly internal audit report on performance information	Performance and financial audit committee Internal auditors – to prepare an internal audit report on performance information
Auditor General audit of performance measures	Auditor General – to audit performance measures
Appointment of Internal Auditors (MFMA Sect 55(2)) Appointment of the Audit Committee (MPPR Reg. 14) Sect 57 Managers' quarterly assessments	Executive Committee – to appoint the PFAC Accounting Officer – to appoint the internal auditors Mayor and the Municipal Manager – to conduct informal performance assessments
Quarterly Assessment Service Delivery and Budget Implementation Plan Quarterly Audit Committee meeting MFMA Sect 166 & MPPR Reg. 14(3)(a)	Performance and financial audit committee – to meet and discuss performance matters and other matters Council – to adopt the SDBIP

Compile annual report (MFMA Sect 121)	All management – to compile an annual report
Mayor tables annual report (MFMA Sect 127(2)) Make public annual report and invite community inputs into report (MFMA Sect 127 & MSA Sect 21a)	Local community Mayor and Council – to adopt the draft AR Local community – to comment of the AR
Sect 57 Managers' quarterly assessments Quarterly Assessment Service Delivery and Budget Implementation Plan Quarterly Audit Committee meeting MFMA Sect 166 & MPPR Reg. 14(3)(a) Submit annual report to AG, Provincial & COGTA (MFMA Sect 127)	Evaluation Panel – to conduct the mid-year performance assessments Performance and financial audit committee Council – to adopt the SDBIP AG and COGTA
Council to consider and adopt an oversight report [Due by 31 March MFMA Sec 129(1)] Set performance objectives for revenue for each budget vote (MFMA Sect 17)	Council – to approve the oversight report and final annual report
S57 Managers' Quarterly Performance Assessments Publicise Annual Report [Due mid- April MFMA Sec 129(3)] Submit Annual Report to Provincial Legislature/MEC Local Government [Due mid-April MFMA Sec 132(2)]	Council – to approve/adopt annual report
Performance and financial audit committee Council – to adopt the SDBIP Quarterly Audit Committee meeting (for third quarter) MFMA Sect 166 & MPPR Reg. 14(3)(a) Annual review of organisational KPIs (MPPR Reg 11) Review annual organisational performance targets (MPPR Reg 11)	Performance and financial audit committee Council – to adopt the SDBIP
Community input into organisation KPIs and targets Budget for expenses of audit committee	Local Community Performance and Financial Audit Committee

10.1.6 Addressing Unsatisfactory Performance

Section 29 of the 2006 Regulations stipulates that all section 57 managers must have in place the Personal Development Plans (PDP), as part of the performance agreements, for addressing development gaps. All Heads of Departments are in possession of PDPs.

9.2. Audit Committee

9.2.1. Legislative Requirement

The municipality has a joint audit committee; which is a committee that performs both the performance and financial audit.

The committee members have in place:

- Declaration of interest: to be signed annually and verbally declared at the beginning of each meeting in order to continuously certify audit committee members independence.
- Audit committee charter: to be reviewed annually or as the need arises.
- Performance evaluation form: Evaluations to be conducted every six months

As guided by Section 14(2) (h) of the Municipal Planning and Performance Management Regulations of 2001, the district audit committee is utilised by Amajuba DM's low capacity local municipalities, that is, Dannhauser and Emadlangeni municipalities.

- INTERNAL AUDITING AND RISK MANAGEMENT

Internal auditing is outsourced.

The municipality has developed a Municipal Enterprise-Wide Risk Management Framework from which the internal auditors have based the internal audit plan.

- AUDIT AND PERFORMANCE MANAGEMENT COMMITTEE CHARTER

AUDIT COMMITTEE CHARTER PURPOSE

To assist the Council in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process, and the Municipality's process or monitoring compliance with laws and regulations and the code of conduct.

The committee will carry out the following responsibilities:

1. Financial Statements	2. Internal Control
3. Internal Audit	4. External Audit
5. Risk Management	6. Performance Management
7. Compliance	8. Organisational Integrity/ethics
9. Reporting Responsibilities	10. Other Responsibilities (requested by Council)

The audit committee has authority to conduct or authorize investigations into any matters within its scope of responsibility. It is empowered to:

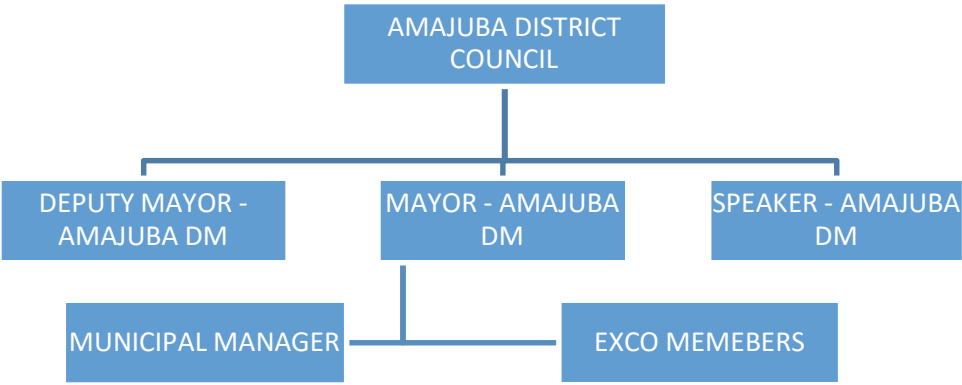
- Investigate any activity within its terms of reference or require any employee of the company to attend meetings of the committee, or part thereof.
- Appoint, compensate, and oversee the work of any registered public accounting firm employed by the organisation.
- Resolve any disagreements between management and the auditor regarding financial reporting.
- Pre-approve all auditing and non-audit services.
- Retain independent counsel, accountants, or others to advise the committee or assist in the conduct of an investigation.
- Seek any information it requires from employees—all of whom are directed to cooperate with the committee's requests—or external parties.
- Meet with company officers, external auditors, or outside counsel, as necessary.
- Access by the chairperson, at the own request of the committee, to discuss any matter with the Municipal Manager, Mayor, Executive Committee of Council or Council

9.3. Organisational Structure

- Amajuba District Municipality has a staff component of 184 employees. Non section 54 & 56 permanent staff is 178 and section 54 & 56 contract staff are 6.
- Amajuba District Municipality has an Internship Programme to equip newly qualified persons to gain post qualification experience. Currently 15 posts have been advertised under this programme.
- All Directors posts have been filled. The staff complement within each directorate, have also been finalized and responsibilities for each department determined.
- The institutional structure is aligned with the assigned powers and functions allocated to ADM. The organogram which indicates all posts per department as well as whether or not these have been filled is attached.
- On an annual basis Council of ADM adopts a revised structure of the organisation that will support the objectives of Council and support the implementation of the IDP.

9.3.1. Council of ADM

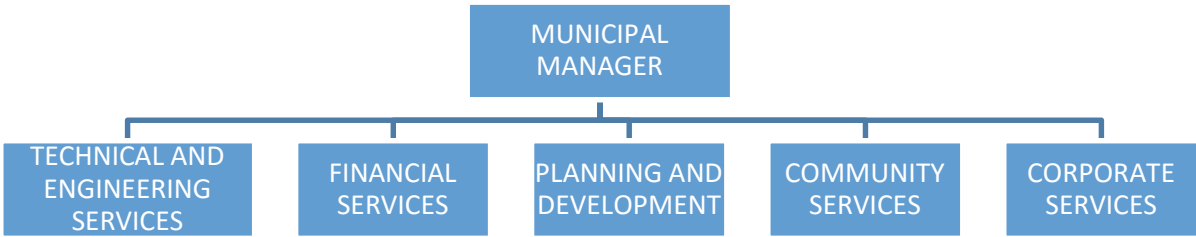
Figure 22 – Council Structure



ADM Approved Organogram 2013/2014

9.3.2.Office of the Municipal Manager –Administration Structure

Figure 23 – Office of the Municipal Manager - Departments



ADM Approved Organogram 2013/2014

9.3.3.Office of the Municipal Manager – Units/Functions

Figure 24 – Office of the Municipal Manager – Units/Functions

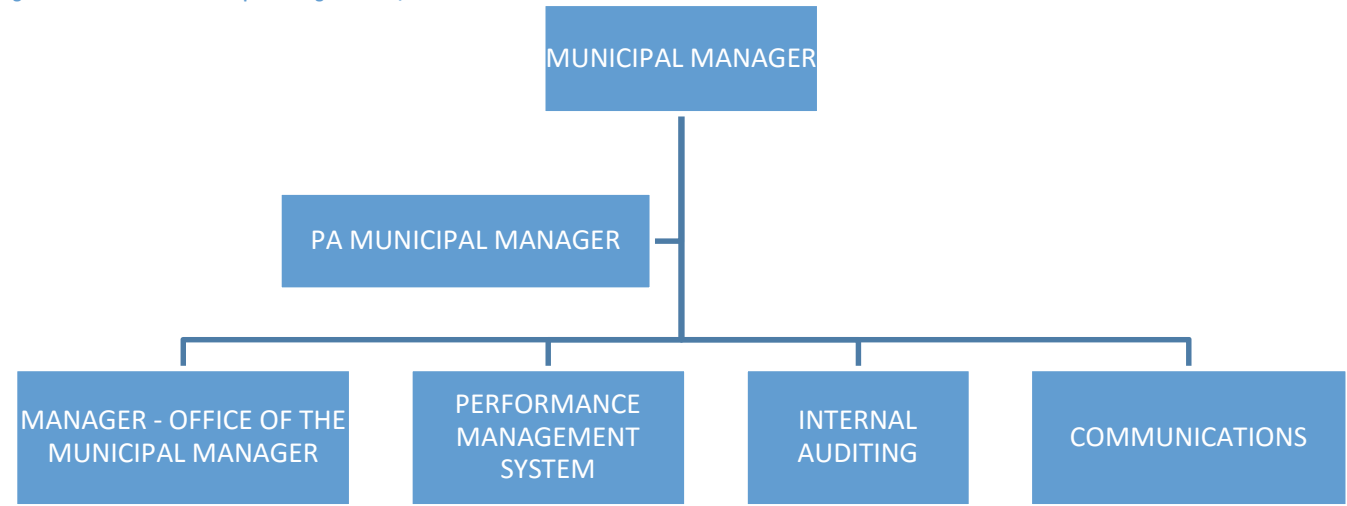


Figure 25: Department Planning and Development

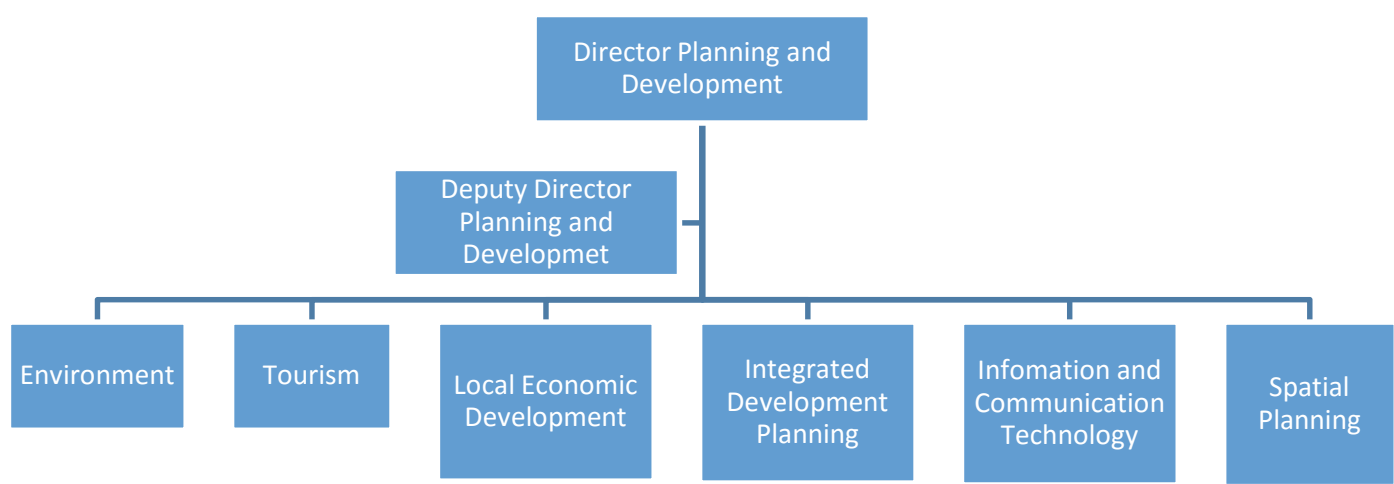


Figure 26: Department Financial Services

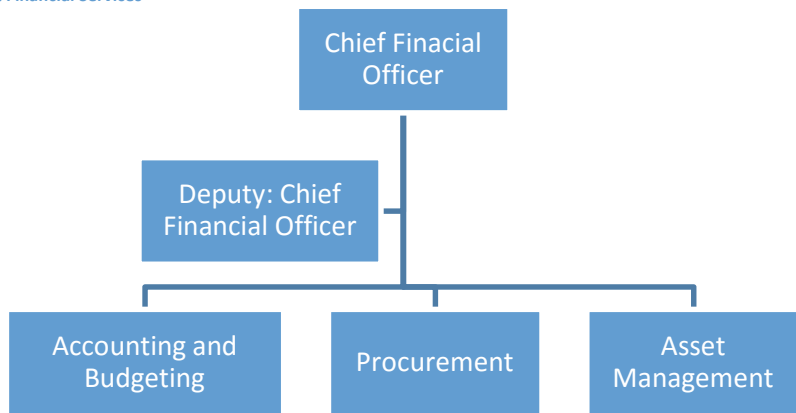


Figure 27: Department Corporate Services

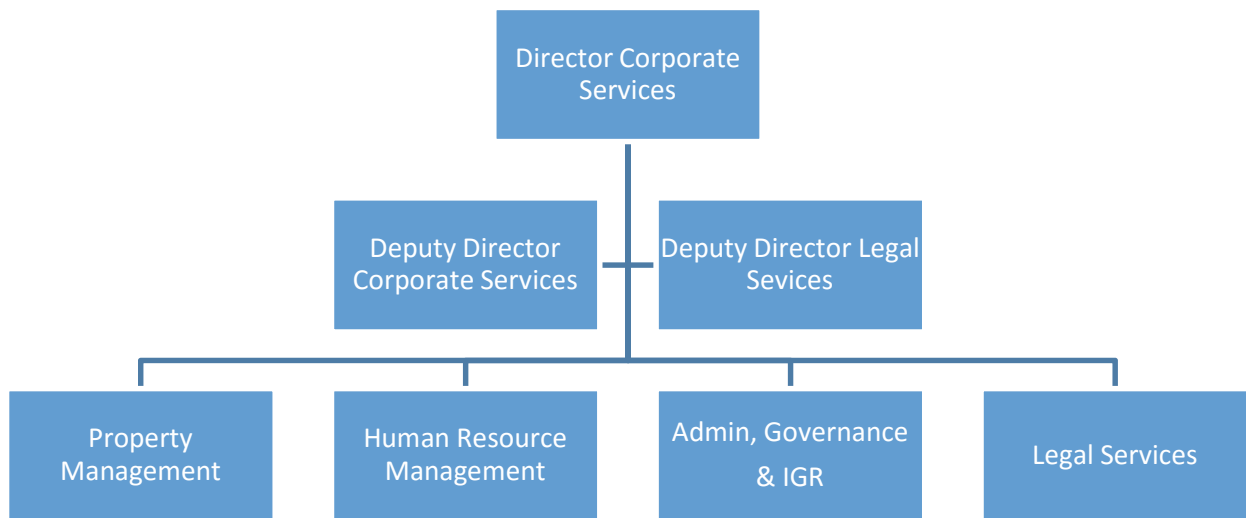
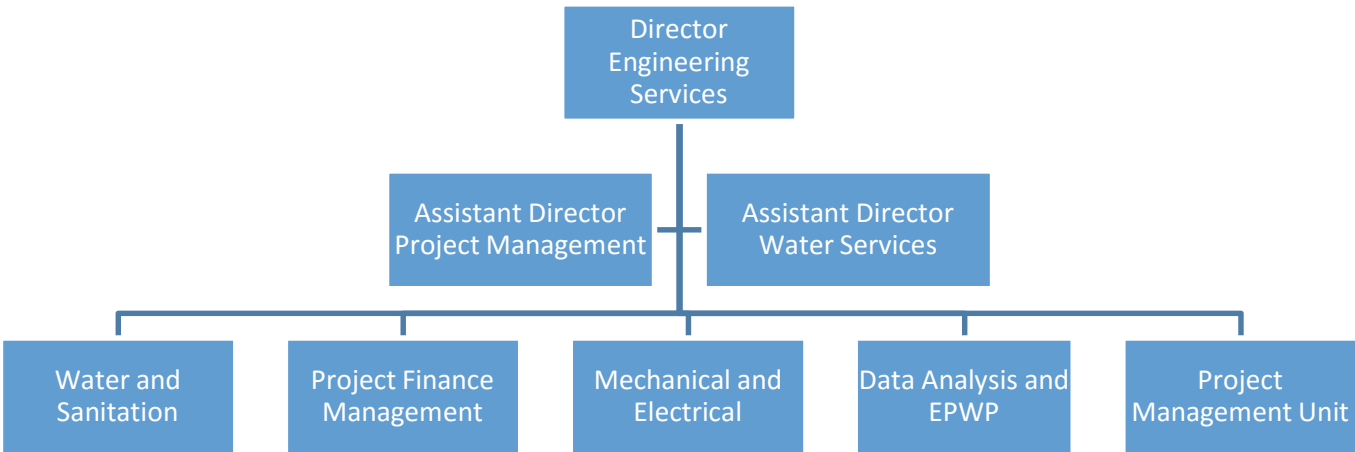


Figure 28: Department Community Services



Figure 29: Department Engineering Services



In view of the brief organisational structure classified per department, it is crucial to note that there are positions identified but have not been filled. These identified positions are positions that have been deemed necessary for the ADM, due to financial constraints the vacancy rate for the institution is 19.29% with a total staff compliment of 184.

The Directors roles and responsibilities are linked to the Performance Management System (PMS). The following responsibilities fall within each department:

Table 41: Departmental Duties

OFFICE OF THE MUNICIPAL MANAGER	PLANNING AND DEVELOPMENT	CORPORATE SERVICES
Leadership <ul style="list-style-type: none">Overall responsibility for the organisation	Development Planning <ul style="list-style-type: none">Spatial Development Frameworks (SDF)Land Use Management Systems (LUMS)Geographic Information Systems (GIS)	<ul style="list-style-type: none">General administrationFleet AdministrationProperty ManagementSecurity Services

<ul style="list-style-type: none"> Form and develop efficient and effective administration. Advise political structures and political office bearers. Ensure implementation of decisions of political structures. Ensure implementation of national and provincial legislation/ laws. Accountability for financial and other resources in the municipality. IDP Alignment and Institutional Support <p>Performance Management System (PMS)</p> <ul style="list-style-type: none"> Organisational PMS Annual Report 	<ul style="list-style-type: none"> Relevant IDP Sector Plans Housing and Land Reform Coordination District Information Management System (DIMS) Support to Dannhauser and eMadlangeni 	<ul style="list-style-type: none"> Cleaning/Gardening Services
<p>Planning and Monitoring</p> <ul style="list-style-type: none"> Integrated Development Planning in terms of the MSA and the MFMA Performance Management Systems in terms of the MSA and the MFMA. 	<p>Departmental Policy Development and sourcing of project funds</p>	<ul style="list-style-type: none"> Secretariat
<p>Public Relations</p> <ul style="list-style-type: none"> Promote access to information. Provide <i>ad hoc</i> assistance to the Mayor's office. Media liaison. Coordinate & organize official functions. IDP PMS 	<p>Communication</p> <ul style="list-style-type: none"> Strategic Planning 	
<p>Internal audit and audit committee</p> <ul style="list-style-type: none"> Internal Audit, Performance & Risk Management 	<p>Environmental Management in terms of NEMA</p>	<ul style="list-style-type: none"> Council Support
		<ul style="list-style-type: none"> Legal Services Labour Relations
<p>Internal Relations</p>	<p>Local Economic Development</p> <ul style="list-style-type: none"> Local Tourism, Agriculture and Commerce and Industry SMME Support and Poverty Alleviation AFLED sub-committee administration Project management 	<ul style="list-style-type: none"> Policies and Procedures
<p>Municipal Entities - UTW</p>	<p>Information Technology</p> <ul style="list-style-type: none"> Network administration Policy Development and Implementation District Information Management System Support services to Dannhauser and eMadlangeni 	
<p>Compliance Matters</p> <ul style="list-style-type: none"> Check compliance with legislative requirements/ dates 		<ul style="list-style-type: none"> Capacity Building/ Training Governance Registry/ Records Management
<p>Fundraising/ resourcing</p>		<ul style="list-style-type: none"> Human Resources
<p>Corporate Image and Marketing</p> <ul style="list-style-type: none"> Corporate gifts and clothing Corporate marketing material and marketing adverts in the media ADM quarterly newsletter- compilation, printing & distribution Deputy information officer i.t.o. Promotion of Access to Information Act 		<ul style="list-style-type: none"> Skills Development
		<ul style="list-style-type: none"> Employee Wellness Programme Occupational Health & Safety

<ul style="list-style-type: none"> ▪ Battlefields Destination Branding and Marketing ▪ Tourism specific events and road shows in partnership with TKZN ▪ Marketing and corporate image component of events arranged by all departments. 		
<ul style="list-style-type: none"> ▪ Political Support Office Staff/ Activities 		
ENGINEERING SERVICES	FINANCIAL SERVICES	COMMUNITY SERVICES
Water Service Authority <ul style="list-style-type: none"> ▪ Governance, Planning & Regulation 	Management of Grants, Taxes, Levies, etc.	Regulate Passenger Transport
Electricity	Income and Expenditure	Municipal Airports
Integrated Waste Management	Debt Management	Cemeteries and Crematoria
Municipal Roads	Budgets (Planning, Implementation & Control)	Disaster Management <ul style="list-style-type: none"> ▪ Fire Fighting
Land Reform <ul style="list-style-type: none"> ▪ Infrastructure Development. 	Assets Management	Departmental Policy Development
Municipal Infrastructure Grant Programme (MIG) and other allocations <ul style="list-style-type: none"> ▪ Basic residential infrastructure. ▪ Public municipal services infrastructure. ▪ Social institutions infrastructure. ▪ Micro enterprise infrastructure. ▪ Departmental policy development. ▪ PMU Unit 	Payroll	Municipal Health Services <ul style="list-style-type: none"> ▪ Water quality monitoring. ▪ Food control. ▪ Waste Management. ▪ Health Surveillance of premises. ▪ Vector Control. ▪ Environmental Pollution Control ▪ Surveillance and prevention of common diseases. ▪ Disposal of the Dead. ▪ Chemical Safety.
	Risk Management	Fundraising and Resourcing
	Loans and Investments	Sport and Recreation <ul style="list-style-type: none"> ▪ Plan and coordinate implementation of sporting activities. Plan and coordinate implementation of cultural activities.
	Financial Reporting	Youth and Gender Matters Plan and coordinate matters relating to youth and gender.
	Departmental Policy Development	Multi-Purpose Community Centres <ul style="list-style-type: none"> ▪ Functioning thereof
	Supply Chain Management	
	Audit Administration	

9.4. Council Committees

9.4.1. Municipal Public Accounts Committee

The first layer of committees is the Municipal Public Accounts Committee (MPAC) which consists of ordinary Honorable Councilors to oversee the expenditure of public funds in order to ensure the efficient and effective utilization of Council resources and to enhance the political accountability of Council.

ExCo members account to MPAC on issues related to their portfolios. MPAC reports back to Council via the Honorable Speaker.

The primary purpose of the MPAC is to assist Council to hold the Executive Committee and the Municipal Administration to account.

FUNCTIONS AND POWERS

MPAC may review and examine the following documents:

- (a) Audit Reports on annual financial statements of the Municipality;
 - (b) Any reports issued by the Auditor-General on the affairs of the Municipality;
 - (c) The annual reports of the Municipality;
 - (d) The mayor's quarterly reports on the implementation of the budget and the financial state of affairs of the municipality;
 - (e) Any other financial statements or reports referred to MPAC by the Council;
 - (f) Any information relating to personnel; books of account, records, assets and liabilities of the Council; and
 - (g) Relevant information that may be required for the purpose of fulfilling its mandate.
- MPAC may summon any Honorable Councilor or municipal official to assist it in the execution of its duties.
 - MPAC may report on or make recommendations in relation to any of the reports or financial statements which it may examine.
 - In its examination (mentioned in clause 2) MPAC must take into account previous statements and report and consider the degree to which previously identified shortcomings have been rectified. The Committee must report to Council on its findings.
 - MPAC shall initiate and develop the Annual Oversight Report on the Municipality's Annual report.
 - MPAC may initiate, direct and supervise investigations into any matter falling within its terms of reference including projects requested by ExCo and Council.
 - MPAC may consider any recommendations made by the Audit Committee, portfolio committee or any other committee referred to it, and render an opinion on such recommendations.
 - MPAC may request or invite members of the public to attend any meeting of the Committee in terms of S 16 (1) of the Systems Act, 2000, to assist it with the performance of its functions.

RELATIONSHIP WITH OTHER STRUCTURES

MPAC may liaise with:

- the Mayor;
- other committees of the Council; and
- the Municipal Manager;
- the Internal Audit Unit of the Municipality;
- the Audit Committee;
- the person designated by the Auditor General to audit the financial statements of the municipality; and
- Heads of Departments

Table 42: Municipal Public Accounts Committee

ADM MUNICIPAL PUBLIC ACCOUNTS COMMITTEE MEMBERSHIP LIST		
	Cllr TA Chonco	NFP. Chairperson as of (20/09/2012)
1.	Cllr NS Mathews	ANC
2.	Cllr MN Mbokazi	ANC

3.	Cllr MS Mlangeni	IFP
4.	Cllr JME Damons	DA
5.	Cllr FS Tsotetsi	AZAPO. Former Chairperson- (08/09/2011- 20/09/2012)
6.	Cllr SJ Zulu	RLP
7.	Cllr LM Ndlovu	ANC

9.4.2. Executive Committee

POWERS

ExCo is one of municipal Council Committees and reports in terms of section 44 of the Local Government: Municipal Structures Act, 1998 to the municipal Council on decisions made in terms of its delegated powers as well as recommendations made on those issues the municipal Council did not delegate to the ExCo.

COMPOSITION

ExCo consists of the following members, namely, the Mayor, Deputy Mayor and 3 ExCo members. All ExCo members are elected by municipal Council. The Mayor is the Chairperson of ExCo meetings, whilst the Deputy Mayor automatically becomes the Deputy Chairperson. ExCo consists of 3 members from ANC, 1 member from NFP and 1 member from IFP.

The table below represents the member of the ADM ExCo.

Table 43: Members of ExCo for ADM

ADM EXCO MEMBERS LIST		
1.	Cllr JCN Khumalo	Mayor-ANC
2.	Cllr NM Majola	Deputy Mayor-ANC
3.	Cllr NA Zwane	ExCO Member -ANC
4.	Cllr SB Hlatshwayo	ExCo Member-IFP
5.	Cllr EM Zungu	ExCo Member-NFP
6.	Mr. LM Africa	Municipal Manager

ROLES AND RESPONSIBILITIES

- 1 Statutory Functions of the Executive Committee
 - a) Reviews the performance of the municipality in order to improve:
 - i. the economy, efficiency and effectiveness of the municipality;
 - ii. the efficiency of credit control and revenue and debt collection services;
 - iii. the implementation of the municipality's by-laws; and
 - iv. monitors the management of the municipality's administration in accordance with the policy directions of the municipal Council (output monitoring);
 - b) Oversees the provision of services to communities in the municipality in a sustainable manner;
 - c) Annually reports on the involvement of communities and community organisations in the affairs of the municipality;
 - d) Considers recommendations on the alignment of the IDP and the budget received from the relevant Councillors;
 - e) Ensures that regard is given to public views and reports on the effect of consultation on decisions of municipal Council;
 - f) Makes recommendations to municipal Council regarding:-
 - i. the adoption of the estimates of revenue and expenditure, as well as capital budgets and the imposition of rates and other taxes, levies and duties;
 - ii. the passing of by-laws; and
 - iii. the raising of loans.

- g) approval or amendment of the IDP
- h) appointment and conditions of service of Municipal Manager and heads of departments
- i) Deals with any other matters referred to it by municipal Council and submits a recommendation thereon for consideration by municipal Council;
- j) Attends to and deals with all matters delegated to it by municipal Council in terms of the Systems Act;
 - i. Appoints Chairperson/s from the members of the Executive Committee, for any committee established by municipal Council in terms of section 80 of the Structures Act to assist the Executive Committee;
 - ii. Delegates any powers and duties of the Executive Committee to any Section 80 committee;
 - iii. Varies or revokes any decisions taken by a section 80 committee, subject to vested rights;
 - iv. Develops strategies, programmes and services to address priority needs of the municipality through the IDP and estimates of revenue and expenditure, taking into account any applicable National and Provincial plans and submits a report to, and recommendations thereon, to municipal Council;
 - v. Subject to applicable legislation, recommends or determines the best methods, including partnerships and other approaches to deliver services, programmes and projects to the maximum benefit of the community;
 - vi. Identifies and develops criteria in terms of which progress in the implementation of services, programmes and objectives to address the priority needs of the municipality can be evaluated, which includes key performance indicators which are specific to the municipality and common to local government in general;
 - vii. Manages the development of the performance management system, assigns responsibilities in this regard to the Municipal Manager and submits the proposed performance management system to municipal Council for consideration;
 - viii. Monitors progress against the said key performance indicators;
 - ix. Receives and considers reports from committees in accordance with the directives as stipulated by the Executive Committee;
 - x. Elects a Chairperson to preside at meetings if both the Mayor and Deputy Mayor are absent from a meeting in the event of there being a quorum present at such a meeting, if the Mayor failed to designate a member of ExCo in writing to act as Mayor;
 - xi. Considers appeals from a person whose rights are affected by a decision of the Municipal Manager in terms of delegated powers, provided that the decision reached by this committee may not retract any rights that may have accrued as a result of the original decision.
 - xii. Reports, in writing, to the municipal Council on all decisions taken by ExCo at the next ordinary municipal Council meeting

OTHER FUNCTIONS OF THE EXECUTIVE COMMITTEE

1. Recommends to municipal Council after consultation with the relevant Portfolio Committee, policies where municipal Council had reserved the power to make policies itself;
2. Recommends after consultation with the relevant Sect 79 Committee, rules of order of municipal Council meetings and approves rules of order for meetings of itself and any other committee;
3. Makes recommendations to municipal Council on proposed political structures of municipal Council;
4. Makes recommendations to municipal Council in respect of municipal Council's legislative powers; and
5. Determines strategic approaches, guidelines and growth parameters for the draft budget including tariff structures;

LINE OF ACCOUNTABILITY AND REPORTING

Executive Committee reports to, and is accountable to municipal Council.

9.4.3. Portfolio Standing Committees

The functions of the portfolio standing committees, in respect of their functional areas, are as follows:

- To develop policy directives and recommended policy;
- To develop recommended bylaws;
- To consider and make recommendations in respect of the draft budget and IDP and departmental business plans;
- To ensure public participation in the development of policy, legislation, IDP and Budget; and
- To monitor the implementation of Council policies.

In terms of the line of authority, these committees report to Council via EXCO.

The committees have no substantive powers and functions delegated to them. Administrative issues, relating to rules of order are, however, delegated to them.

Council at its meeting held on the 24th June 2011 resolved that the Section 80 Portfolio Committees be established as follows:

Finance, Budget, IDP & LED Portfolio – Chairperson Her Worship the Mayor, Cllr JCN Khumalo

Community Services Portfolio – Chairperson the Honourable Deputy Mayor, Cllr MN Majola

Corporate Services Portfolio – Chairperson Cllr EM Zungu

Planning and Development Portfolio- Chairperson Cllr SB Hlatshwayo

Engineering Services Portfolio – Chairperson Cllr NA Zwane

The schedule of meetings for the above Portfolio Committees has been compiled and is managed by Corporate Services Department with the responsible departments. Below is a detailed table on the Councillors responsible for each portfolio.

Table 44: Portfolios of ADM Council

MUNICIPAL MANAGER ,FINANCE AND ECONOMIC DEV PSC		
	Cllr JCN Khumalo	Chairperson
1.	Cllr M Sithole	ANC
2.	Cllr FS Tsotetsi	AZAPO
3.	Cllr VR Hlatshwayo	IFP
CORPORATE SERVICES PSC		
	Cllr EM Zungu	Chairperson
1.	Cllr JME Damons	DA
2.	Cllr LM Ndlovu	ANC
3.	Cllr NS Mathews	ANC
4.	Cllr VR Hlatshwayo	IFP
COMMUNITY SERVICES		
	Cllr MN Majola	Chairperson
1.	Cllr NA Msibi	ANC
2.	Cllr SD Msibi	ANC
3.	Cllr TA Chonco	NFP
4.	Cllr MI Dlamini	IFP
PLANNING AND DEVELOPMENT		
	Cllr SB Hlatshwayo	Chairperson
	Cllr JCN Khumalo	Executive Councillor (IDP & LED)
1.	Cllr M S Mlangeni	IFP
2.	Cllr MN Mbokazi	ANC

3.	Cllr TM Mhlongo	ANC
4.	Cllr S Kubheka	ANC
	Cllr MI Dlamini	IFP
ENGINEERING SERVICES		
	Cllr NA ZWANE	Chairperson
1.	Cllr SB Harber	DA
2.	Cllr DRF Buthelezi	ANC
3.	Cllr MA Gama	ANC
4.	Cllr SJ Zulu	RLP
5.	Cllr MA Buthelezi	IFP

9.5. Human Resource Management

ADM has developed a number of policies that deal with Human Resources (HR) which are summarised below and which are also available on our website:

- Access to Employee Files
- Anti-fraud and anti-corruption
- Communication
- Confidentiality
- EE Affirmative Action
- Employee Wellness
- Employee Promotion
- Internship Programme
- Task Job Evaluation
- Investigation of Fraud and Corruption
- Mayoral Vehicle
- Official Attendance of Funerals
- Pool Vehicle
- Protective Clothing
- Recruitment and Selection
- S&T
- Security of Municipal Affairs
- Transport Allowance Scheme
- Smoking
- Staff Study Bursary
- Subsistence Allowance: Visits Outside the Country
- Substance Abuse
- Training and Development
- Use of Municipal Assets & Resources
- Whistle Blowing
- Internship Programme

10.5.1 Human Resource Strategy 2010 – 2015

The Human Resources Strategic Plan will act as the stratagem to carry on achieving the needs and expectations of the growing Amajuba District area within the resources available to Council. It is in place to ensure that HR policies and procedures are documented and communicated in a timely and comprehensible manner, and that implementation is monitored. It also serves as a tool to improve business processes (automate, standardize, and integrate) through an enhanced Human Resources Information System Architecture. The strategy will assist when the ADM has to recruit, hire, motivate, and retain the best and the brightest employees to carry out our mission. Building a work environment that is diverse and sensitive to our employees and the community that we serve.

9.6. Employment Equity

In accordance with the Employment Equity Act (No. 55 of 1998), the District Municipality developed and implemented the Employment Equity Plan, and as required by the said Act. The Plan reflects the significant progress the District Municipality has achieved thus far and actions to address challenges relating to enhanced demographic reprehensively, skills development, fast-tracking, diversity management and organizational culture assessment.

The employment equity profile illustrates progress made towards transformation. In terms of women empowerment, significant initiatives need to be introduced at top level to bring more women to the fore. The employment equity statistics are presented in the table below:

Table 45: Employment equity stats

EMPLOYMENT EQUITY IMPLEMENTATION	DESIGNATED* GROUP	NON-DESIGNATED GROUP	WOMEN
Top Management	100%	0%	33%
Senior Management	100%	0%	17%
Middle Management	91%	9%	13.6%
Other	98%	1.9%	34%

*Africans, Coloureds, Indians, Women and the Disabled Individuals

The analyses show that 100% of the top management of the District Municipality is currently occupied by the designated group. There are three women representatives in the top management of the District Municipality. At the Senior and Middle management level, however, the District Municipality has achieved beyond the requirements and has employed more than 95% of the designated group at this level.

Table 46: Employment Equity in terms of Race and Gender

OCCUPATIONAL LEVEL	MALE				FEMALE				TOTAL
	African	Colored	Indian	White	African	Colored	Indian	White	
Top Management	3	0	0	0	1	0	0	0	4
Senior Management	7	0	0	1	2	0	0	0	10
Middle Management	18	0	3	4	11	2	0	0	38
Technicians & Trade Workers	40	1	1	0	29	0	5	1	77
Other Staff	46	0	0	0	11	0	0	0	57
TOTAL	114	1	4	5	54	2	5	1	186

DEPARTMENT	2014/15			2015/16		
	FILLED POSTS	VACANT POSTS	TOTAL POSTS	FILLED POSTS	VACANT POSTS	TOTAL POSTS
Office of the Municipal Manager	18	4	22	18	4	22
Corporate Services	22	9	31	30	2	32
Financial Services	16	4	20	17	4	21
Planning and Development	17	6	23	16	6	22
Engineering Services	72	31	103	79	32	111
Community Services	27	2	29	26	4	30
TOTAL NUMBER OF STAFF	172	56	228	186	52	238

9.7. Skills Development

The employment equity guidelines form an integral part of planning for training as reflected in the Skills Development Act. The District Municipality has developed a comprehensive Workplace Skills Development Plan for the period under review in line with the said Act.

Amajuba District Municipality is registered with the Local Government Sector Education and Training Authority (LGSETA) and skills development initiatives relating to the municipal core services that have been carried out at all levels of employment.

9.8. District Planning Shared Services

With effect from 1 February 2010, the ADM, the Emadlangeni municipality and the Dannhauser municipality have been part of planning shared services.

The concept of the Planning Shared Services was conceived shortly after the demise of the Planning and Implementation Management Support Centres (PIMS), and responds to the need to create planning-related capacity in the smaller municipalities where staff turn-overs are high and capacity low.

The scope of work and functions associated with the Amajuba planning shared services centre include, amongst others:

- Spatial planning;
- Development administration;
- Information management and systems development;
- Geographic information systems; and
- Building inspections and control.

9.9. Information Technology

As required by the CGICT (Corporate Governance of ICT) Policy, IT must be aligned with the Municipality goals.

In order to enable the Municipality to meet its goals as set out in this IDP, the ICT section of the municipality provides the following services, either by in-house provision, outsourcing or a combination.

10.9.1 IT Services

Table 47: IT Services provided

Service	Description
Active Directory	The Active Directory Service provides authentication and ensures that all actions that are performed on the system is properly authorised.
Personal Computers	All users need a desktop or laptop computer to access all services
Networked storage	This service allows users to store documents, and other important files, on a network server which is regularly backed up.
Exchange	Amajuba District Municipality uses Microsoft Exchange Server 2010 together with the Outlook client on workstations in order to access email and shared calendars. Each user has a unique email address.
WWW	This service allows users to access information published on the world wide web.
Sebata EDMS	Electronic Document Management System
Sebata FMS	Financial Management System
DIMS	District Information Management System
GIS	Geographical Information System
Antivirus	Users need antivirus software to protect them from malware.
MS Project Server	A shared workspace for working on projects
Website Hosting	Host intranet, Amajuba.gov.za, emadlangeni.gov.za, Dannhauser.gov.za.
Helpdesk	Provides a single point of contact for users when requesting assistance with IT services
Access Control System	Controls and records access to the building
Video Surveillance	Provides security video recording of the building
Data Projectors and Screens	Provides services relating to data projectors and screens
Local Area Network	Provides access to all network related services

Updates	Ensures that all software on servers and workstations are kept up to date in line with known vulnerabilities
WAN	Provides access to the Internet and network connectivity to remote sites.
Printing and Scanning	Allows users to print and scan documents
Fax to Email	Allows users to receive faxes via email
Backup	Makes backup copies of important data in order to recover from possible disasters.
Audio recording	Record audio for important meetings for transcription and legal compliance purposes.

10.9.2 IT Initiatives

In addition to the IT services currently being provided, the following initiatives are being undertaken to improve the value of IT as an enabler of the business of the Municipality.

Table 48: IT Initiatives

Initiative	Description
Paperless council	Management has decided to obtain iPads for all councillors. iPads will be used as a communication tool and to distribute agendas and minutes without using paper. It may be possible to realise significant cost savings in this way, reducing the use of paper and delivery costs. This could also have a significant positive impact on the carbon footprint of the organisation.
Voice over IP	Voice over IP, also known as VoIP is now a mature technology. VoIP refers to the carrying of voice telephone conversations over data networks. Significant cost savings can be realised with the proper implementation of Voice over IP.
Cloud computing	A new trend has emerged in recent years, where IT services are no longer hosted on a user's premises. This trend is called "Cloud Computing". Benefits of cloud computing include reduced capital costs, simplified management and possibly improved legal compliance.

10.9.3 Available Infrastructure

The table below depicts the progress made in the provision of technological infrastructure within the DM. It is evident from the table below that there has been significant progress made in terms of advancing the community in providing access to facilities like computers and internet.

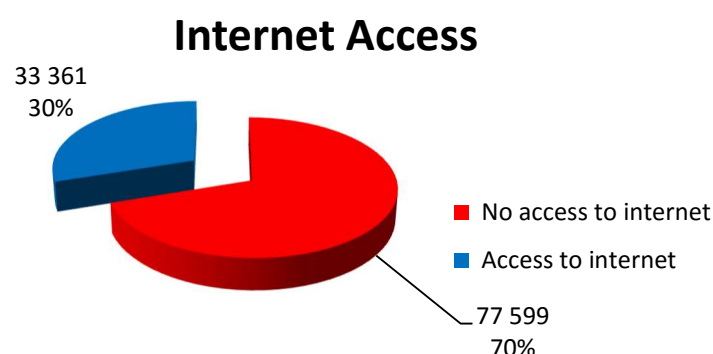
Table 49: Telecommunication services distribution

Distribution of Telecommunication Services					
ITC type	Year	Newcastle LM	Emadlangeni LM	Dannhauser LM	Amajuba DM
Radio	2001	55934	4907	14373	75214
	2011	60955	4671	14731	80357
Television	2001	42474	2114	8287	52875
	2011	65210	3293	14248	82751
Computer	2001	3793	271	276	4340
	2011	14168	703	1304	16175
Refrigerator	2001	43333	1740	6380	51453
	2011	61639	2471	12648	76758
Landline telephone	2001	21234	935	1924	24093
	2011	11434	455	949	12838
Cell phone	2001	21803	1527	4024	27354
	2011	76554	5369	17912	99835
Internet	2011	27740	1452	4170	33362

Statistics SA – Census 2011 municipal Report no 03-01-53

- 11 The figure below depicts the access to internet with the district, there is still a large number of households with out access to internet within the jurisdiction. The data when broken down shows that areas of concern for investment in ICT infrastructure are Dannhausser and Emadlangeni, where 80% of the households in Dannhauser have no access and 77% of households in Emadlangeni have no access with Newcastle reflecting 67%.

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12.9.1 Strategic IT Plan

An IT Strategic Plan must be drafted, approved and kept up to date to ensure the implementation of new initiatives, and the continuous improvement of existing services in line with business requirements.

The current Strategic IT Plan was approved on 5 December 2012, and is attached as an annexure.

12.10 Geographic Information Systems

The GIS section in fulfilling its role as a spatial information support function to the Amajuba DM has opted to adopt an approach that will derive optimum benefits taking the following into consideration:

- Strategic Planning Functions
- Access to geospatial data
- Maintenance of geospatial data
- Land Use Management
- Establishing a central clearing house for dissemination and acquisition of geospatial data within the ADM

10.10.1 Objectives

Ensure the:

- The establishment and maintenance of district wide GIS web portal.
- Land Use Management analysis for effective development administration support and spatial planning.
- The GIS of the ADM contributes to increased effective decision making, enhanced service delivery in terms of efficiency and effectiveness and the GIS is utilised as a tool that assists in the execution of strategic planning functions of the institution.

10.10.2 Activities

GIS web portal development

An online GIS Web portal has been developed which is available on the intranet and internet which consists of the following:

- Online live map viewers available on the intranet and internet.

- A downloads section containing a variety of softcopy static maps.
- An online map request facility for the public and internal officials.

The web portal is externally hosted by a service provider whereby a service level agreement for three years for web hosting has been entered into thus ensuring uptime of 96% hence a high rate of access to pertinent GIS information, the service provider is vested with the responsibility of administration and management of the web portal as per the conditions set out in the service level agreement.

Development Administration and spatial planning support

The base cadastral datasets for the ADM which contain the land use classes per a land parcel as determined by the custodian LMs, is sourced and placed on the GIS of the ADM to ensure that at any given time the ADM has access to reliable and accurate information in terms of land use & ownership so as to assess development applications and embark upon spatial planning initiatives having sufficient and valid data from the custodians as a point of origin.

GIS as a support tool

A comprehensive Geo-database has been developed and maintained consisting of a variety of spatial datasets collated with the purpose of utilisation to impact in a manner that ensures effective decision making, efficient & effective service delivery and functions as a tool for effective spatial planning. Depicted overleaf is the Geo-database.

Figure 30: Screenshot showing the Amajuba DM Geo-database structure

FEATURE DATASET	FEATURE DATASET	FEATURE DATASET	FEATURE DATASET	FEATURE DATASET
1.Administrative	2.Agriculture	3.Cadastral	4.Demographics	5.Disaster Mngt
Feature Classes	Feature Classes	Feature Classes	Feature Classes	Feature Classes
1.1.Administration Facilities	2.1.Agricultural Potential	3.1.Dannhauser Cadastral	4.1.DC_25 Settlements	5.1.Areas of Potential Disaster
1.2.Magisterial District Boundaries	2.2.Crop Potential	3.2.Emadlangeni Cadastral	4.2.Census 2001 EA	5.2.Emergency Centres
1.3.KZN Provincial Boundary	2.3.Bio Resource Units	3.3.Newcastle Cadastal	4.3.Households_Eskom 2010	5.3.Fire Stations
1.4.RSA Provincial Boundaries		3.4.Servitudes_Dannhauser	4.4.Census 2011	
1.5.DM Boundaries		3.5.Servitudes Emadlangeni		
1.6.LM Boundaries				
1.7.TLC'S				
FEATURE DATASET	FEATURE DATASET	FEATURE DATASET	FEATURE DATASET	FEATURE DATASET
6.Education	7.Electoral	8.Electoral	9.Geology	10.Grids
Feature Classes	Feature Classes	Feature Classes	Feature Classes	Feature Classes
6.1.Schools	7.1.Voting Stations	8.1.Ecological Corridor	9.1.KZN Geology	10.1.Decimal Degree Grid
6.2.Creches	7.2.Voting Wards	8.2.Env Atlas Unprotected	9.2.Soil Potential	10.2.Digital Outline DC25
	7.3.Voting Districts	8.3.Environmentally Sensitive Areas		10.3.Map Outline 10000
		8.4.Env Atlas Protected		10.4.Map Outline 25000
		8.5.Landfill Sites		10.5.Map Outline 50000
		8.6.Stewardship Sites		
		8.7.Wetlands		
FEATURE DATASET	FEATURE DATASET	FEATURE DATASET	FEATURE DATASET	FEATURE DATASET
11.Health	12. Hydrology	13. Infrastructure	14. Land Reform	15. Land Reform
Feature Classes	Feature Classes	Feature Classes	Feature Classes	Feature Classes
11.1.Health Facilities	12.1.Rivers	13.1.Bulk Pipeline	14.1.DC25_Applications	15.1.DC25_Applications
	12.2.Dams	13.2.Treatment Works	14.2.Gazetted Restitution Claims	15.2.Gazetted Restitution Claims
	12.3.Catchment Areas	13.3.Boreholes	14.3.Labour Tenant Applications	15.3.Labour Tenant Applications
	12.4.Water Sources	13.4.Reservoirs	14.4.Transferred Redistribution Projects	15.4.Transferred Redistribution Projects
	12.5.Inland Water Area	13.5.Buffalo Flats Reticulation		
	12.6.National Groundwater Archive	13.6.Buffalo Flats Stand Pipes		
		13.7.Buffalo Flats Bulk lines under construction		
		13.8.Oil Pipelines		
		13.9.Electricity lines		
		13.10.Electricity Depots		
		13.11.HV_Cable Conductor		
		13.12HV_Stations		
		13.13.MV_Cable Conductor		
		13.14.Electricity Substations		
FEATURE DATASET	FEATURE DATASET	FEATURE DATASET	FEATURE DATASET	FEATURE DATASET
16.Landcover	17.Locationall	18.Planning	19.Projects	20.Social
Feature Classes	Feature Classes	Feature Classes	Feature Classes	Feature Classes
16.1.Forest Plantations	17.1.Place Names	18.1.SDF (All Datasets)	19.1.Capital Projects (MIG)	20.1.Courts
16.2.Indigenous Forests	17.2.Informal Sub Places	18.2.LUMs(All Datasets)	19.2.Povert Alleviation	20.2.Police Stations
16.3.State Forests	17.3.Main Towns		19.3.LED	20.3.Post Offices
16.4.Veld Types	17.4.Major Towns		20.4.Community Halls	
16.5.Vegetation	17.5.Main Places		20.5.Prisons	
	17.6.Villages		20.6.Thusong Centres/MPCC	
	17.7.Cities			
FEATURE DATASET	FEATURE DATASET	FEATURE DATASET	FEATURE DATASET	
21.Socio-Economic	22.Tourism	23.Traditional	24.Transport	
Feature Classes	Feature Classes	Feature Classes	Feature Classes	
21.1.Businesses	22.1.Heritage	23.1.Traditional Courts	24.1.Street Network	
21.2.Commercial Centres	22.2.Tourism Sites	23.2.Traditional Authorities	24.2.National Roads	
	22.3.Tourism Routes	23.3.Tribal Wards	24.3.Provincial Roads	
	22.4.Birding Sites		24.4.District Roads	
	22.5.Tourism Signage		25.5.Community Access Roads	
	22.6.Conservation Areas		25.6.Airports	
			25.7.Ranks/Terminals	

10.11 Organisational SWOT Analysis

It is crucial for any organisation to be aware of its abilities and its short comings in order to optimise its performance in order to reach all the set objectives. The table below provides a detailed SWOT analysis on the institution.

Table 50: SWOT Analysis

STRENGTH	WEAKENESS
<ul style="list-style-type: none"> Amajuba is positioned within a region that is rich in terms of natural resources which includes Ncandu and Chelmsford Reserves at the foothills of the Drakensberg. Newcastle is the established economic hub (commercial and industrial) of the district with market that covers the northern of KwaZulu-Natal, Mpumalanga and Free-State. N11 is an existing important trade route which has recently upgraded. R34 links the district with Richards Bay Trade Port. Amajuba entails all the priority sectors (Agriculture, Manufacturing, Tourism and Retail/ Wholesale/ Business Sector) that are advocated by the national and provincial policies. The PGDS identified Newcastle Town as a Value Adding Area, while the areas that surround this town are considered to be requiring economic support. eMadlangeni is considered to be a Provincial priority in terms of agricultural investment. eMadlangeni and Dannhauser are considered to be a Provincial priority in terms of mandated service delivery. The space economy of the District is beyond one (KZN) Province since Amajuba is 144km away from Harrismith (Free-State), 152km from Ermelo (Mpumalanga), 259km from Pietermaritzburg (KwaZulu-Natal), 291km from Johannesburg (Gauteng) and 339km from Durban (KwaZulu-Natal). This implies that there are a lot of residents in Free-state and Mpumalanga who travel to Newcastle for commercial and trade services since it is larger than Harrismith and Ermelo but closer than Pietermaritzburg, Johannesburg and Durban. The area has a growing population which is positive for future development. There is a fair spread of electricity network within the district. There is a landing strip in Newcastle which act a positive role in terms of the manufacturing sector. Terrain is mostly gentle within the urban areas and major settlement areas. 	<ul style="list-style-type: none"> Service backlogs especially in rural areas. Some of the villages has benefitted from formal spatial planning processes while others have not and this has a potential to compromise uniformity as advocate by the KwaZulu-Natal Planning and Development Act No. 06 of 2008 (PDA). Poverty is high (52.2% of the population qualify as indigents) Newcastle accounts for 88% of GVA which implies that the district economy is not diversified. Impact of Post-Apartheid Spatial Planning Legacy is still evident. Rural settlement pattern is very fragmented with poorly resourced rural centres and this implies that people are dependent on services that are located far away. Land reform processes are slow and may result on the agricultural land to lose its value (especially if it will transform into rural settlements). Lack of wall-to-wall schemes within municipalities implies that uniformity cannot be attained in terms of land use management. The areas that face a great level of hardship in terms of bulk water infrastructure are mainly in Dannhauser and eMadlangeni. Challenges - Existing densely populated settlements needs to move away from VIPs to waterborne sewerage. Some plants are already operating at full capacity e.g. Osizweni. 35% of households are encountering sanitation backlogs. There are challenges with many local and district roads particularly due to the condition. Backlogs in terms primary schools (4 Schools) and Secondary & Combined (21 Schools) Most of the landfill sites are illegal (not registered). There is no commuter rail. The geology of the area indicates that the towns of Newcastle and Dannhauser are surrounded by intrusive dolerite rock characteristics therefore future expansion of these towns may be affected.
OPPORTUNITIES	THREAT
<ul style="list-style-type: none"> Agriculture (particularly livestock or beef production) is an existing sector with further opportunities for growth. eMadlangeni has the largest surface area within the district with the high potential land for stock farming and intensive agriculture. The population is very low which implies that there is pressure of settlements to encroach on agricultural land. The PGDS has identified a high conservation and biodiversity corridor along the boundary (from south-west to north-east axis) which can play a role in terms of ecological tourism. The opportunity exists for the sector to create black emerging farmers if agricultural land is productively used. 	<ul style="list-style-type: none"> If the service backlogs persist, then this could result in community uproar and service delivery protests. The outcome of such protest may be vandalism of existing community facilities. The transformation of agricultural land into rural settlements (especially emanating from land reform) will affect the agricultural economy, shed the number of jobs that this sector can create and delay/ hinder future investments on the agricultural sector. The surface water (major rivers and wetlands) are at the risk of transformation/ drying up due to non-conservation activities (i.e. mining). Biome is one of the most threatened of the 7 biomes found in South Africa.

	<ul style="list-style-type: none"> Northern KZN Moist Grassland is vulnerable while the Glencoe Moist and Income Sandy Grasslands are endangered and endemic to KZN. Most of this vegetation is being transformed by agriculture, mining, alien plant invasion and infrastructure development.
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11 LOCAL ECONOMIC DEVELOPMENT

Local Economic Development (LED) is an approach to economic development, particularly in the developing world that, as its name implies, places importance on activities in and by towns, cities, districts and regions. This involves added micro-economic measures at the local level to complement macro-economic measures at the provincial and national level. LED encompasses a range of disciplines including physical planning, economics and marketing, all with the goal of building up the economic capacity of a local area to improve its economic future and the quality of life for all.

11.1 Amajuba Economic Performance and Trade

Table 51 indicates that Amajuba has had a slight declining contribution to the real GDP of KZN over the period 2003 to 2013, both by district as a whole as well as by the local municipalities. This disturbing trajectory is also pertinent in the local municipalities within the district. This downward trend in could be attributed to the downfall of the manufacturing sector over the period under consideration.

Table 51: Contribution by Amajuba to the GDP of KZN in 2003, 2007 and 2013

Area	Gross Domestic Product			Gross Domestic Product %		
	2003	2007	2013	2003	2007	2013
KwaZulu-Natal	231 403 066	285 621 432	328 906 701			
Amajuba	8 347 755	9 903 652	10 410 409	3.61%	3.47%	3.17%
Newcastle	6 622 083	7 995 220	8 343 328	2.86%	0.28%	2.54%
Emadlangeni	1 034 713	1 194 867	1 292 417	0.45%	0.42%	0.39%
Dannhauser	690 959	713 563	774 664	0.30%	0.25%	0.24%

Source: Global insight, 2014

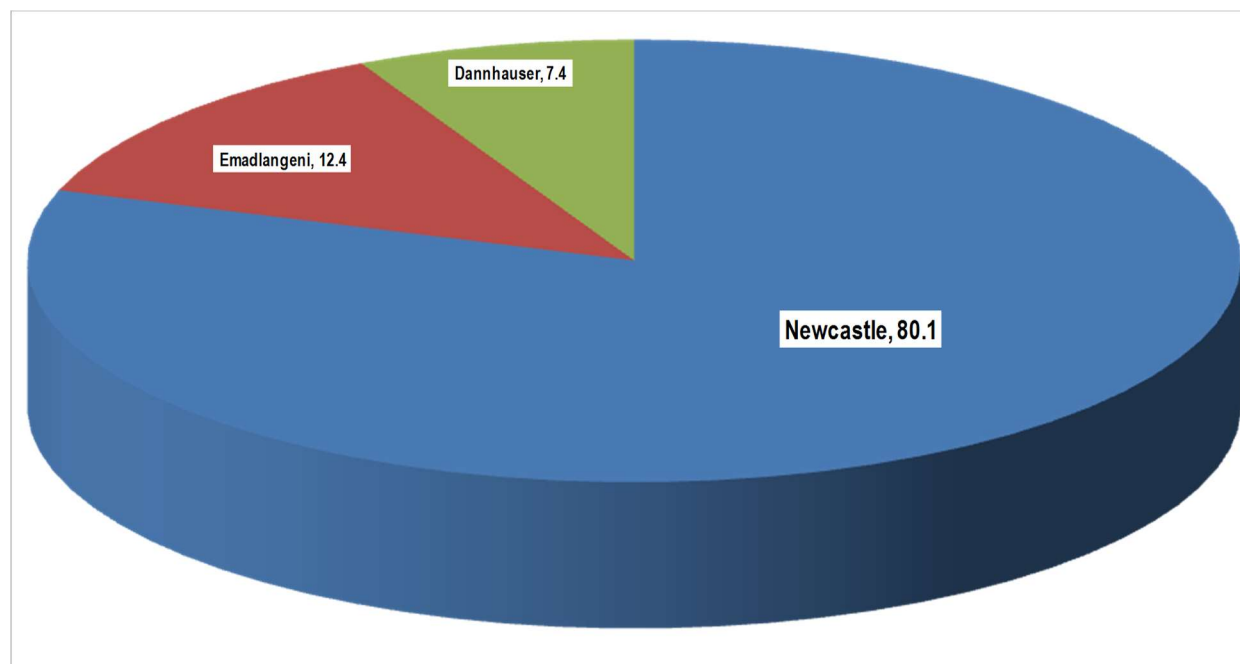
The slow growth in mining and community services which, historically, have been the economic drivers in the district have also contributed to this lower economic performance by the district (Table 52). The economic performance in Amajuba is highly concentrated in Newcastle, contributing 79 per cent to the GDP of the district. Emadlangeni trails far behind at 12.4 per cent. Dannhauser is the least contributing municipality with 8.8 per cent of the district's GDP (Figure 31).

Table 52: Sector Growth Rates in KZN and Amajuba in 1997, 2007 and 2014

Industries	1997				2007				2014			
	Amajuba	Newcastle	Emadlangeni	Dannhauser	Amajuba	Newcastle	Emadlangeni	Dannhauser	Amajuba	Newcastle	Emadlangeni	Dannhauser
Primary Sector	16.9%	5.2%	35.0%	55.9%	6.5%	2.9%	18.6%	26.7%	7.4%	2.4%	17.9%	36.0%
1 Agriculture	5.7%	3.2%	17.4%	6.6%	4.5%	2.3%	15.3%	10.8%	3.3%	1.7%	11.0%	6.3%
2 Mining	11.2%	1.9%	17.6%	49.3%	2.0%	0.5%	3.3%	15.9%	4.1%	0.7%	6.9%	29.7%
Secondary Sector	35.7%	41.9%	24.1%	17.0%	36.4%	39.3%	26.5%	21.1%	24.9%	27.6%	18.0%	11.7%
3 Manufacturing	30.1%	35.7%	19.4%	13.6%	32.1%	34.7%	23.0%	18.3%	20.1%	22.3%	14.2%	9.2%
4 Electricity	3.4%	3.7%	3.0%	2.1%	2.1%	2.3%	1.6%	1.0%	2.5%	2.8%	1.9%	1.0%
5 Construction	2.2%	2.5%	1.7%	1.4%	2.2%	2.3%	1.8%	1.8%	2.3%	2.5%	1.9%	1.5%
Tertiary Sector	47.4%	53.0%	40.9%	27.1%	57.1%	57.8%	54.9%	52.2%	67.6%	70.0%	64.0%	52.3%
6 Trade	7.4%	8.4%	5.2%	4.7%	9.2%	9.7%	7.2%	7.6%	11.9%	12.8%	9.0%	7.8%
7 Transport	7.0%	8.0%	5.0%	4.3%	8.3%	8.8%	6.5%	6.5%	8.7%	9.4%	6.7%	5.6%
8 Finance	11.4%	13.5%	9.4%	3.6%	16.4%	17.4%	15.4%	7.7%	16.1%	17.5%	14.8%	6.2%
9 Community services	21.6%	23.1%	21.3%	14.4%	23.1%	22.0%	25.8%	30.5%	30.9%	30.3%	33.5%	32.6%

Source: Global insight, 2014

Figure 31: Percentage Contribution to Amajuba by Local Municipality



Source: Global insight, 2014

10.1.1 Per Capita Income

Per capita income is the gross national income of a country divided by its' total population (Todaro & Smith, 2012). It measures the average amount of income citizens earn in a specific area in order to determine their living standards and quality of life. Average income per capita in SA has grown from an estimated R27 521 in 1993 to R38 734, in real terms, in 2011 (Bishop, 2012). This constituted a growth rate of 41 per cent over the 18 year period. The growth rate in KZN per capita income is more remarkable, thereby more than doubling in just 10 years (Table 53). Between 2003 and 2012, per capita income in KZN grew by over 120 per cent. This shows that people in SA, particularly in KZN are far better off than they were prior to 1994.

Table 53: Annual per Capita Income in KZN and Amajuba; 2003, 2007 and 2013

Area	Annual per capita income		
	2003	2007	2013
KwaZulu-Natal	14 752	21 674	35 135
Amajuba	11 271	16 432	26 243
Newcastle	12 801	18 479	29 264
Emadlangeni	11 980	16 996	25 442
Dannhauser	6 108	9 482	16 856

Source: Global insight, 2014

Unfortunately the same cannot be said for Amajuba and the respective local municipalities whose per capita income has been below par. Per capita income in Amajuba was R24 166 in 2012 from R16 432 in 2007 and R11 271 in 2003. Although there was a huge improvement in over this period, the current per capita income still lies below the national average estimated in 2011. Table further reveals that, in terms of the per capita income, Newcastle has better quality of life and living standard than the other less developed and more rural Emadlangeni and Dannhauser municipalities. The per capita income of Newcastle had been above the average district average over the years 2003, 2007 and 2013.

10.1.2 Sector Performance Analysis

Table 54: Amajuba DM Sector Performance Analysis, 2003, 2007 and 2013

Sector	2003	2007	2013
Primary	8.3%	6.7%	9.2%
Agriculture	5.0%	4.6%	4.1%
Mining	3.3%	2.0%	5.1%
Secondary	37.7%	37.2%	26.2%
Manufacturing	33.4%	32.8%	21.1%
Electricity	2.6%	2.2%	2.6%
Construction	1.7%	2.3%	2.5%
Tertiary	54.0%	56.1%	64.6%
Trade	9.7%	9.4%	12.0%
Transport	8.7%	8.5%	9.1%
Finance	13.0%	14.6%	13.8%
Community services	22.5%	23.6%	29.7%

Source: Global insight, 2014

The tertiary sector has been the most dominant contributor to the economy of Amajuba in the period of 2003 to 2013. In the 10 year period, the sector's contribution grew by approximately 10.6 per cent, rising from 54 per cent in 2003 to 64.6 per cent in 2013. Community Services had been the key driver of this robust contribution in the sector, with an increase in contribution of 7.2 percentage points reaching 64.6 per cent in 2013. Over the same period, the percentage share of the secondary sector shrunk from moderately from 37.7 per cent to 26.2 per cent. The primary sector's contribution however, improved slightly by 0.9 percentage point to 9.2 per cent in 2013.

10.1.3 Overview of South African Trade

Participation in the international trade has advanced immensely since the admittance of SA into the World Trade Organization (WTO) in 1995. The country has membership in various regional trade agreements and trade blocs such as the South African Customs Union (SACU) and South African Development Community (SADC). These blocs allow for a more efficient flow of goods between partner countries and countries which are part of trade blocs will generally benefit from more favourable trade terms, better market access, economies of scale and job creation.

Due to deterioration in the prices of commodities, exports and high imports of fuel and high value added goods, SA has been mainly experiencing trade deficits. The country is mineral rich and is the largest exporter worldwide of chromium and platinum which constitute 8 per cent of total national exports. Additional important exports in the economy include gold (8 per cent), coal (6 per cent), iron ores (7 per cent) and motor vehicles and car parts (5 per cent). The main imports include goods such as fuel (24 per cent of total imports), motor vehicles (10 per cent), electronics (3 per cent) and pharmaceuticals (2 per cent). South Africa's major trading partners are Japan (10 per cent of exports and 6 per cent of imports) and Germany (7 per cent of exports and 11 per cent imports). Others include: US, China and UK (DTI, 2013).

10.1.4 Exports

A country will export if it is able to sell goods at a profit after costs such as transport, tariffs and other trade barriers. The estimated total value of exports has more than doubled in KZN, between 2003 and 2013. In Amajuba as a whole, exports have grown by 31.76 per cent over the period under review. As expected, Newcastle has the greatest export of exports at R628.4 million in 2013, representing 86.9 per cent of total exports in Amajuba.

Dannhauser had the greatest export growth in the value of export between the period 2003 and 2013. This value increased significantly by over 300 per cent. This can be attributed to Sesikhona Kliprand colliery, a subsidiary of Miranda Minerals, acquiring rights to mine coal in Dannhauser in 2009. Sesikhona holds mining rights issued by the Department of Minerals and Energy over four bordering farms located in the magisterial district of Dannhauser. The mine has an estimated resource capacity of about 22 million tons of high-grade anthracite (Mining Weekly, 2009). Emadlangeni is currently the second largest exporter in the district (Table 55).

Table 55: Total Value of Exports in KZN and Amajuba; 2003, 2007 and 2013

	Total Trade		
	2003	2007	2013
KwaZulu-Natal	50 909 164	68 699 014	105 066 753
Amajuba DM	493 453	498 891	723 247
Newcastle	438 650	448 302	628 431
Emadlangeni	49 056	44 803	71 452
Dannhauser	5 746	5 786	23 364

Source: Global insight, 2014

10.1.5 Imports

Imports are goods and services which are purchased from international markets either because there is a shortage in the domestic country or because they can be imported more cheaply than produced locally. It is ideal for a nation to have as little imports as possible as this means the country is less dependent on other countries.

Table 56: Total value of Imports in KZN and Amajuba; 2003, 2007 and 2013

	Total trade		
	2003	2007	2013
KwaZulu-Natal	33 553 144	73 113 992	15 030 4472
Amajuba DM	204 877	217 002	411 113
Newcastle	182 708	190 772	303 682
Emadlangeni	21 372	25 047	105 437
Dannhauser	797	1 182	1 994

Source: Global insight, 2014

In 2013, KZN had import worth over R150 billion. This is more than quadruple the value of imports in 2003 and more than double that of 2007. Amajuba had exports valued at R411.1 million in 2013. More than 73 per cent of these imports were by Newcastle. The remaining balance of about 27 per cent was shared between Emadlangeni and Dannhauser. The value of imports by Dannhauser had very minimal; it however grew by 150 per cent between 2003 and 2013.

10.1.6 Balance of Trade

A balance of trade, also known as net exports, is defined as the difference between exports and imports. A positive balance of trade is ideal as this means more foreign income injected than going of a country. KZN has been experiencing trade deficits, which is similar to what has been happening nationally. Following the national trend, the provincial trade deficit has grown substantially over the past five years. Amajuba, wholly, has had a healthy trade balance which has grown steadily in the analysis period. The growth in Dannhauser's trade balance echoes the rapid growth in exports in the municipality.

Table 57: Balance of trade in KZN, Amajuba DM and LMs in 2003, 2007 and 2013

	Balance of trade		
	2003	2007	2013
KwaZulu-Natal	17 354 857	(4 423 091.69)	(45 237 718.58)
Amajuba	288 453	281 593.98	312 133.15
Newcastle	255 832	257 270.70	324 748.43
Emadlangeni	27 672	19 722.12	(33 984.69)
Dannhauser	4 949	4 601.16	21 369.41

Source: Global insight, 2014

10.2 Municipal Comparative and Competitive Advantages

According to the Amajuba DM's LED strategy there are several challenges facing the ADM which have significant implications for growth of the DM within the broader context of industrial development. These are summarised below:

- According to the LED strategy, the development potential of the district is classified as an area in which **resource potential is low, human need is medium to high, and economic activity is low**. The DM displays the average GGP per capita when compared with other DM's in the province, whilst its dependence on both Agriculture and Government Services, with limited diversification taking place, places the area at severe economic risk.
- Current **LED institutions** within the ADM have been fairly successful with regards to planning and implementation of projects. There is however a lack of participation in the planning phases, while planning and implementation of LED initiatives have room for improvement in order to enhance effectiveness. The entire planning and implementation cycle requires intervention in order to enhance coordination and integration, and to ensure that the correct projects are identified, and implemented in areas that will have the greatest impact. This will require multi-stakeholder participation including community-based involvement, political support without politicising economic and social decisions, and private sector guidance and buy-in. This will also require an 'outcomes based planning' approach, and strong capacity building and inter-governmental relations to resolve issues such as a lack of funding and coordination within LED.
- **Manufacturing** is the largest sector within the district economy, contributing approximately 25% to total GVA in 2010. In addition, wholesale and retail trade contributes around 12% to total GVA, while other supporting trade services contribute more than 30% to GVA (transport and storage; finance and insurance; business services; community, social and personal services). Although the latter trade and service-related activities have remained fairly buoyant over the past 5 years, the manufacturing industry has experienced a substantial decline in employment and production, particularly within the textile industry.
- The **agricultural sector** in Amajuba has declined substantially over the past decade due to various factors such as a large amount of agricultural land under claim; access to funding and infrastructure for small-scale farmers; a lack of diversification of agricultural commodities; and access to markets and support for farmers. This has led to a decline in employment, and has increased dependence on agricultural commodities produced outside of the region. A lot of focus is currently placed on the development of the agricultural sector due to the decline of other sectors in recent years. Developing this sector can have far reaching implications for attracting investment (i.e. Agri-processing), as well as the securing of food resources for residents (as a form of poverty alleviation). The practical implementation of agricultural-related projects, however, can increase the competitiveness of the ADM that it is often lacking;
- **Infrastructure development** is critical for the success of growth and development, and has a direct bearing on the socio-economic status of any given population. Although the ADM is relatively well developed in areas such as Newcastle, there is still a lack of infrastructure, both economic and social, in all of the local municipalities. A number of challenges are clearly identifiable with regards to infrastructure such as the capacity of existing roads, a lack of roads to support farming and mining activities, lack of water for irrigation, a lack of commercial and industrial space, informal trading facilities, lack of housing and uncoordinated human settlement delivery.
- Although there is a significant industrial base within the district, growth has not been sufficient enough to stimulate supporting industries and attract new SMME's into the market. Additionally, SMME's and Cooperatives are often unsuccessful due to challenges such as low levels of **access to finance and other support services, access to markets, and a lack of business and management skills**. These challenges all exist within the ADM and need to be addressed to ensure that conditions are right to stimulate both the establishment of SMME's and Cooperatives.
- The district has underperformed within the **tourism sector** given its natural assets and tourism potential. Although the district is not naturally perceived as a tourism location within KZN due to its historical association with industrial development and mining, there is potential to enhance the tourism sector to create employment and further local economic development. Much of the formal accommodation facilities are located within Newcastle with relatively few facilities found in Dannhauser and Utrecht, although Utrecht is home to the Balele Game Reserve. Current constraints within the sector are a lack of coordinated promotion of the region and attractions offered; run-down and lack of facilities; no specific draw card attraction to prioritise the district; and a loss of tourists to other destinations within the Province.
- Unemployment and poverty remain problematic and key priorities for development. A lot of emphasis is being placed on increased investment and economic growth as key focus areas for the DM. These efforts, however, should also promote employment creation and income generation in areas where it is most needed. Additionally, available skills

levels do not currently meet the demands of new industrial and business environments, while there is a general need for the cultivation of an entrepreneurial culture in the ADM. This filters through to the creation of a more sustainable SMME sector

- It is the general perception that the ADM is not a major investment or tourism destination in KZN. There are, however, opportunities that can be developed in this regard within the agriculture and tourism sectors representing important economic sectors that can be nurtured to bring about further economic development and growth.

10.3 Amajuba Development Agency

Amajuba District Municipality is in the process of establishing the Amajuba Development Agency. This agency will assist in the strengthening of local economies by capacitating companies that are viewed to be sustainable. The process of the establishment of the agency is still in the 1st Stage. The Council of Amajuba DM approved for the establishment of the Development Agency by opting for option 2. The option selected by the Council is as follows:

“Amajuba District Municipality sets up the agency. The District Municipality contributes to the initial set up costs with other government departments and/or Finance Development Institutions. The municipality sets up a board with seven members. The small number is selected on the basis of costs.

Advantages:

- The approach guarantees financial sustainability of the agency
- It will also allow the agency to do financial projections and thus proper implementation
- All local municipalities will have an equal status in relation to the economic development agency
- The district municipality will only be responsible for overall financial accountability
- This approach will ensure that the agency is accountable to the Local Municipalities for project implementation
- A relationship will exist with the municipalities on project-by-project basis
- This approach will help ease the perceived dynamics where stronger municipalities causes uneasiness to smaller one's, thus helping to ensure the future sustainability of the agency without being dependent/ leaning on any particular stronger municipality

Disadvantages:

- The agency could become too powerful and want to break away from the municipality.
- Municipalities might not have the finances to pay for the projects”

in ensuring that there is partnership with local municipalities, the Council also requested that the Local Municipalities should also get approval from their Council in respect to the above option. The process for public participation for the establishment of the agency has commenced.

10.4 District Investment Promotion and Facilitation Strategy

The KZN Department of Economic Development and Tourism identified a need for the development of the District Investment Promotion and Facilitation Strategy (DIPFS) after the development of the KwaZulu-Natal Provincial Investment Strategy which recommends that District strategies be created to unpack details at a regional level. This investment strategy is therefore **directly aligned to the KwaZulu-Natal Provincial Investment Strategy**. The KZN Provincial Investment Strategy acknowledges that research is fundamental in identifying ways to fully utilise the competitive and comparative advantages of the various districts. Creation of a DMIPFS for district is recognition of the importance of investment at local level, and will be used to identify and promote priority sectors within the Amajuba District.

The DIPFS is aimed at achieving the following:

- To identify the strengths and weaknesses, and develop a DIPFS based on the competitive and comparative advantages of the district;
- To identify and promote priority sectors within the district;
- To develop a comprehensive and pragmatic (SMART) implementation strategy outlining how investment aimed at maximising resource usage will take place at the local level. This will essentially translate into projects/interventions required;
- To develop a monitoring and evaluation framework, with short, medium and long term targets;
- Ensure alignment of investment promotion and facilitation initiatives between local and provincial authorities.

The process of the development of the DIPFS is expected to be concluded by the end of the financial year 2013/2014 and its implementation will commence in 2014/15 upon approval by the Council of the ADM.

10.5 Employment Creation: EPWP.

The following table entails employment created by the different departmental sectors within ADM under the Extended Public Works Programme. Entailed, amongst other things, are the ADM initiatives towards green-job creation.

Amajuba DM EPWP DASHBOARD WORK OPPORTUNITIES CREATED VIA INFRASTRUCTURE SECTOR					
All EPWP AND INFRASTRUCTURE -MIG July 2015 to June 2016					
	Qauter 1	Qauter 2	Qauter 3	Qauter 4	Total work opportunities
Actual Total No Employed	326	383	0	0	709
Adult men	95	102	0	0	197
Adult women	21	29	0	0	50
Youth men	165	194	0	0	359
Youth women	44	57	0	0	101
Disabled/Female	1	1	0	0	1
Planned Total No Employed	242	242	242	242	968
Amajuba DM EPWP DASHBOARD WORK OPPORTUNITIES CREATED VIA ENVIROMENTAL SECTOR					
Grass cutting & Water Inspectors WCWDM Prog July 2015 to June 2016					
	Qauter 1	Qauter 2	Qauter 3	Qauter 4	Total work opportunities
Actual Total No Employed	0	30	0	0	30
Adult men	0	0	0	0	0
Adult women	0	0	0	0	0
Youth men	0	17	0	0	17
Youth women	0	13	0	0	13
Disabled	0	0	0	0	0
Planned Total No Employed	0	30	0	0	30
Amajuba DM EPWP DASHBOARD WORK OPPORTUNITIES CREATED VIA SOCIAL SECTOR					
CARE GIVERS PROGRAMME July 2015 to June 2016					
	Qauter 1	Qauter 2	Qauter 3	Qauter 4	Total work opportunities
Actual Total No Employed	0	27			27
Adult men	0				0
Adult women	0				0
Youth men	0	9			9
Youth women	0	18			18
Disabled	0				0
Planned Total No Employed	0	27	27	27	27
EPWP WORK OPPORTNITIES PLANNED CREATED for 2015/16 -TODATE					

PROJECT NAME	TOTAL PLANNED FOR PROJECT	2015/16	TOTAL ACCUMALATIVE WORK OPPORTUNITIES CREATED PER PROJECT SINCE INCEPTION OF PROJECT	
			TOTAL WORK OPPORTUNITIES	TOTAL LINKED PARTICIPANTS ON EPWP MIS
Emadlangeni Sanitation	660	88	404	404
Buffalo Flats Sanitation	1018	240	965	965
Buffalo Flats Water Ph3	510	30	501	501
Buffalo Flats Water Ph3(B)	250	0	0	
Amajuba Disaster Management Centre Phase 1	350	84	349	84
Amajuba Disaster Management Centre Phase 2				
Amajuba Regional Bulk WSS & WSDP	0	0	0	0
Rural Household Sanitation	0	0	0	0
EPWP GRANT -FENCING OF WASTE WATER PLANTS ,UTRECHT ,DANNHAUSER	10	10	12	12
eMadlangeni Rural Water-Phase 1	0	0	0	0
eMadlangeni Rural Water- Phase 2	0	0	0	0
WCWDM & Leak Repair Buffalo Flats Inspectors	17	17	17	17
AMAJUAB DM WASTE & WATER PLANTS MAINTENANCE -GRASS CUTTING	13	13	13	13
AMAJUBA DM SOCIAL 2014/15	19	0	19	
AMAJUBA CARE GIVER 2015/16	27	27	27	27
TOTAL:	2874	509	2307	2023

10.6 Agriculture

- Comparative advantage**

ADM is considered as among the most fertile regions in the province. Decline of the other economic sectors have determined increasing focus on agriculture, in the interest of increased production value and employment creation. The main agricultural activities in ADM include crop farming, dairy production aquaculture, poultry and livestock.

- Challenges**

While ADM is a fertile region, unfortunately its contributes a paltry 2.2% of the total Gross Value Add of the District. It also contributes a mere 2% to formal employment. The low contribution of the agricultural sector to the District GVA has declined between 2005 and 2009, with a average growth rate of -6.7%. The gross domestic fixed capital investment for the sector between 2005 and 2009 amounted to -3%. This includes all investment in building and construction works, machinery and transport. Generally, there is under-investment in new technology, machinery and related agricultural equipment's.

The Dannhauser Local Municipality contributes almost 40% to total agricultural production in the district, and has experienced the smallest decline of -2%. Newcastle and Emadlangeni contribute 33% and 28% to total agricultural output in the district, and have both experienced a decline in growth of -6% from 2005 – 2009. However, agricultural activities contributed 10% and 9%

to total employment in the Emadlangeni and Dannhauser municipalities in 2009, indicating the importance of ensuring growth and development within this sector.

The current decline in agricultural production in the region can be attributed to a number of factors including:

- ❖ Uncertainty about the large number of pending land claims (70% of agricultural land is under claim in the Emadlangeni municipality);
 - ❖ Lack of support for small-scale and informal farming operations;
 - ❖ Lack of relevant skills and training programmes;
 - ❖ Access to markets;
 - ❖ Access to funding for investment into new machinery and equipment;
 - ❖ Increasing input costs and competition;
 - ❖ Poor institutional support and assistance in the region.
- Investment Opportunities
 - a) Irrigation schemes
 - b) Skill development
 - c) investment in agricultural technology
 - d) Enhancing agri-processing
 - e) More productive use of land, on the basis of the current utilization as shown below:

Table 58: Investment on agricultural land in terms of current use

Category	Area (ha)	%	Category	Area (ha)	%
Bushland and Bushland Thicket	88,626	12.8%	Plantation	17,590	2.5%
Cultivated, Commercial, Dryland	42,127	6.1%	Primary Grassland	417,792	60.2%
Cultivated, Commercial, Irrigated	6,014	0.9%	Residential	12,709	1.8%
Cultivated, Subsistence	23,404	3.4%	Secondary Grassland	58,791	8.5%
Eroded/Degraded Areas	3,218	0.5%	Water bodies	5,825	0.8%
Indigenous Forest	6,777	1.0%	Wetlands	7,683	1.1%
Industrial/Mines/Quarries	3,213	0.5%	Total	693,769	100%

Source: Area based Plan 2007

10.6.1 Agricultural Development and Diversification

Agricultural development is identified amongst the strategic thrusts for addressing key challenges that were identified within the strategic analysis phase of the ADM LED Strategy Phase 3 & 4 – Strategic Development Framework and Implementation Framework. As a strategic thrust, agricultural development is meant to deliver a number of programmes specifically tailored to enhance ADM's agricultural sector. Amajuba is one of the most fertile regions within the KZN Province and thus has the potential to expand the agricultural sector into one which generates income through domestic markets and export-orientated production, create a large number of jobs in both the primary and secondary sectors (agri-processing), and contribute to food security within the wider KZN Province. Due to such, 4

programmes have been designed in order to ensure that ADM reaches its true potential within this crucial sector and these are as follows:-

PROGRAMME	AIM	IMPLEMENTATION
Agricultural Support and Skills Development	To promote support to services and skills development and training within the agricultural sector in order to ensure that stakeholders are sufficiently prepared to take advantage of agricultural opportunities.	Formulation of structures specifically tailored to provide on-going assistance and training to agricultural stakeholders, especially small-scale farmers.
Commodity Development	To develop and diversify the agricultural sector and ensure that new potential commodities are identified.	Extensive research into areas of agricultural potential in the district, along with the formulation of viability assessments and business plans aimed at stimulating investment into these opportunities.
		Identification of potential markets for export.
		Integration of agro-processing opportunities with the development of new commodities as well as within existing commodities that are being produced.
Land Reform	To ensure further expansion of the agricultural sector through the provision of clarity to the private sector by fast-track the land reform process.	Provision of guidance to recipients of agricultural land from the land reform process under mentorship programmes to ensure that they have the skills and capacity to break into the commercial farming market.
Institutional Structuring	To scale-up the scope of the current mechanisation programme, as well as to ensure that small-scale farmers are able to take advantage of agri-processing opportunities in order to assist them to transition from subsistence to commercial farming.	Institutional structuring that is required to enhance the current mechanisation programme and ensure expansion of agri-processing activities.

10.5.2. Agri-village concept

The concept of the rural village embraces the need to increase efficiency, increase growth and reduce poverty amongst the rural poor. It forms part of the framework of the Amajuba District Municipality's Integrated Development Plan to uplift communities to become self sufficient. The implementation of the concept is via a proposed rural village for a pilot project in Newcastle area. The model relies heavily on a vision for the future that should be strived to attain especially now that globalization and transport networks/telecommunications are improving. One of the critical issues that are problematic between the farmer and the end consumer is the post-harvest and the agro-industrial cycle.

Some critical thoughts on post-harvest systems and Agro-industry development within the model

The critical area in the model is the need to develop post-harvest systems and Agro-industry as a strategy to raise the income of the rural poor. As Agro processing is labour intensive and generates higher value added than unprocessed agriculture products. Such increase in income will play a significant role in poverty reduction, sustainable growth and food security.

Increasing urbanization and the opening of access to world markets under globalization raise the demand for storage, quality, convenience, and safety characteristics of food products that are exported or consumed in the growing formal food sector of cities. Urban consumers increasingly are willing to pay for consistency, quality, and safety of purchased foods. Compliance with conditions set under the sanitary and phyto-sanitary (SPS) agreements that accompany WTO negotiations will be critical for the continued participation of both developing countries and small-scale farmers in the expanding markets of developed countries. Many of the required safety and quality characteristics are largely determined by the handling and treatment of commodities after they leave the farm gate. Meeting these new demands not only requires that the products meet the characteristics, but also that they can be verifiably certified as such, which involves better organization of the supply chain from producer to consumer.

To participate in growing formal and export markets, producers need access to well-organized post-harvest chains that can handle the processing and marketing requirements. Agricultural processors and traders, on the other hand, face increasing pressures to certify the safety of production practices (such as to avoid pesticide residues in the final product), exact quality attributes, and on-time deliveries. They also must rely on a large number of independent small farmers to supply these attributes in a reliable and timely manner. Vertical integration, contract farming, and traders' associations can address these problems by reducing the moral hazard of non-compliance by any one farmer, which can compromise a much larger marketing chain. Informed policies and a conducive regulatory environment increase the incentives for agro-processors to use the produce of small-scale farmers as inputs, and improve their capacity to meet the product attributes required in a rapidly modernizing agricultural marketplace.

Ultimately, to stay in business small-scale farmers will need to become more integrated with upstream processing of their produce. The ultimate objective is to understand how best to integrate small-scale farmers with formal urban and export markets by focusing on the post-farm aspects of the supply chain and the constraints imposed upon processors by changing urban and international markets.

To achieve this ultimate objective one needs firstly to look at past successes and challenges regarding settlement projects in various countries and what can be learnt from them.

10.6.2 Successes and challenges

From the outset it should be understood that not all landless individuals necessarily want to farm. There is a distinction between landowners and farmers. Landowners own land while farmers use the land resource to generate extra income.

There have been a number of successes and challenges in the past. The following are the characteristics of the resettlement programs from seven select countries.

CHARACTERISTICS OF RESETTLEMENT PROJECTS

Burkina Faso	River valley resettlement following <i>onchocerciasis</i> clearance
Ethiopia	Imperial and post-revolution resettlement
Guatemala	Resettlement based on a market-directed alternative to land reform
Indonesia	Transmigration resettlement (both official and spontaneous)
Kenya	Irrigated resettlement (pre- and post-independence); dry land resettlement (pre- and post-independence); spontaneous resettlement.

Malaysia	Official resettlement based on perennial crops and creation of employment
Zimbabwe	Irrigated resettlement (pre- and post-independence); dry land resettlement (post-independence); spontaneous resettlement

A number of links between core characteristics of resettlement and specific outcomes appear to be fairly well established from the above resettlement programs. An understanding of these links is useful for avoiding costly mistakes in the initial design and establishment of settlements. The available literature offers few clear guidelines for specific additional action, or their sequencing, which would assist settlements in their long-term development. The main lessons to be learnt out of the projects that were carried out in the above seven countries are that:

- Directed schemes are designed on the premise that 100 per cent of settlers will or should be successful. Such outcomes never materialize. Instead, schemes should be designed with the flexibility to anticipate that some settlers will leave because of failure, or for other reasons. Therefore constraints on sale, leasing and other forms of land reallocation should not be imposed since they create idle land and other inefficiencies.
- The assumption, in many cases, has been that every element in resettlement programs must be provided to the settlers, and usually before they arrive. Very little research has been done on the sequence of activities, however, or on the minimum level of public sector investment needed to generate sufficient private and community investment response. The elements of a minimum public sector package appear to include: safe water, roads, and relatively good land, extension, and subsistence allowances. There is little evidence, however, about the need for the provision of education and housing.
- The capacity of settlers to generate capital has often been seriously underestimated.
- Settlements will be more successful if farm sizes are adjusted to agricultural skills, experience, the family labour force, and the capital available to the settler families. Higher educational levels of settlers will further enhance outcomes.
- Land rights must be clearly defined as ownerships or long-term leases, and settlers should be allowed to sell or rent out their land to other settlers.
- Some grant finance is required to provide poor settlers with the equity necessary to engage in risky own account farming and to repay the remaining credit grants for initial subsistence; technical assistance is also required.
- Paternalistic constraints on crop choice, technology, marketing or labour market participation are either not enforceable or have adverse impacts on settlement success.

Settlements based on collective co-operatives do not work. Such programs have broken down everywhere they have been tried.

Possible approach to the rural village model

Bearing the above in mind an integrated approach using identified local role players could assist to develop the model. The approach of the model revolves around commitment from the supporting structures. Without the “buy in” of these role players the implementation of this model will fail. Likewise without the acceptance of the model by the participants the program will be ineffectual.

The **functioning** of the model relies on the strong commitment of the main role players namely the Amajuba Agricultural Center (ACC) and the Department of Agriculture (DOA) and Environmental Affairs, the banking sector, the

commercial farming sector and community structures. The model recognizes that not all participants want to farm therefore it is broad-based allowing individualism.

The broad concept starts with the **evaluation** of the land area to determine its agricultural potential, so that proper planning can be done. The **social profile** of the community needs to be identified so as to determine those individuals that want to farm and what experience/skills they have. In addition to this a full evaluation of the community has to be done to determine age structure, present income status, unemployment and skill/literacy levels etc.

From the land evaluation a proper **feasibility study** on the various agricultural enterprises that could be ventured into plus the market potential will have to be done. The identified farmers would have to be approached to ascertain the avenues in which they would like to venture after the necessary guidance has been done with them. They would then have to be provided with **full skills training** in that enterprise/s that was selected by them by the AAC and the DOA. Certification would be an advantage for their future.

The practice of the rural village involves bringing the produce in from the primary production and processing it via **value addition** through another sector of the community. This produce would then be passed on through the **marketing sector** to be sold to the best-identified markets.

However it should be borne in mind that the key proponent for this concept to work is that **private title** needs to be given to all individuals, thus perpetuating an ongoing ownership. **Freedom of choice** is another pillar on which the model is built; people should be given a choice and helped to understand the nature of the possible choices that are available so as to make an informed decision.

Skills development in business and financial management, artisan training, computer skills, marketing and agricultural enterprises need to be developed through the AAC structured training program in association with the DOA and identified commercial farmers. The Majuba College must also be involved. The community hall or such like venue could be used by the AAC for interested individuals who would like to improve their life skills.

A comprehensive business plan for **financing** should be done in which a grace period for repayment of the loans should be structured in line with agricultural enterprise production/value addition/marketing timeframes.

The **location** of the rural village should be structured so that the village can be supplied with the necessary services with the agricultural areas located around this node. The rural village needs not be close structured but could be a spacious one. However a semblance of order needs to be maintained so that services can be provided.

The **output** of the rural village will be produce that can be sold for income that can be put back into individual's pockets to run their own business section. All services rendered from the production phase through to marketing should be paid for in a structured manner by the individuals concerned as is done in a **free market system**.

The model relies heavily on the support and training function of the identified role players (DOA, AAC, Majuba College and local commercial farmers) to assist individuals that were initially unemployed due to lack of goal directed skills. It is envisaged that these individuals should receive local mentorship after training (in a form of a pay back period for their training). This could take the form of a commercial farmer facilitation program with the trainees if their training has been specifically in the agricultural field. A bonus point system could be considered for commercial farmers who participate in this system and could assist them with their **BEE scoring**. Marketers, administrative and artisan trainees could form linkages with local businesses in Amajuba District Municipality area. From this could emerge a resource pool of individuals that would form part of the **BEE initiative** for agriculture and related fields? After this phase of the training is finished they can be placed via a recruiting agent into the broader job market if they so desire. The rural village can thus be used as a springboard for individuals to enter the job market.

The rural village would thus be able to generate income for itself, adding value not only through its production component but also through the promotion of skills that are needed for South Africa. Its objective should be to work towards quality through skills development so that small-scale farmers can stay in business by becoming more integrated with upstream processing of their produce.

10.6.3 Pilot projects area location

A pilot project is being implemented within the Amajuba District Municipality at the Emadlangeni Local Municipality jurisdiction. The project is still in the early phases, however there has been milestones achieved in terms of engagement with critical stakeholders and identification of a possible area where the project will be initiated.

10.7 Manufacturing

- **Comparative advantage**

Manufacturing is the largest contributing sector within the district economy, contributing approximately 25.2% to the District's total GVA. Manufacturing activities in Amajuba include metal production, chemicals and plastics, pharmaceuticals, clothing and textiles, food and beverages, leather and footwear. Metals, metal products and machinery form the largest industry within manufacturing in the district, contributing almost 45% to total GVA, and 30% to total employment within the industry (4334 employees).

Most manufacturing activities are located within Newcastle, which accounts for over 83% of total GVA in the Amajuba manufacturing industry, followed by Dannhauser with 12.7% and Emadlangeni with 3.8% of GVA. The manufacturing output in the Newcastle municipality represents a total of R3.5 billion of the total of R3.7 billion worth of GVA in the district.

Newcastle has a strong base of existing infrastructure geared towards manufacturing, and is considered an important node within the wider provincial manufacturing sector. The sector consists of strong clusters of manufacturing industries, and has historically attracted a large number of foreign (mainly Chinese and Taiwanese) manufactures due to incentives offered. The sector is however dominated by a few large firms.

The petroleum products, chemical, rubber and plastic industry is a significant and contributes about 15.4% to total district GVA, while the industry contributes 22% to total GVA in the sector within KZN. The industry however only contributes 6.7% to total employment in the district, indicating the capital-intensivity of the industry, and has experienced a decline since 2005 (-1.7% per annum).

The clothing, textiles and leather goods industry is another significant contributor to the manufacturing sector within Amajuba, accounting for approximately 12.5% of the sectors GVA, and over 36% to total employment in the sector. Newcastle accounts for approximately 86% of all textile and footwear manufactures in the district.

- **Challenges**

This manufacturing industry has experienced a decline in GVA of -1.4% over the past 5 years. Also, there has been tensions and subsequent closedown of Chinese and Taiwanese manufacturing shops due to noncompliance with labor regulations. This has damaged the textile industry substantially, over and above the decline already experienced over the past few years due to the dominance of Chinese textiles, with thousands of jobs being shed in the past few months already. Many textile manufacturers who cannot afford to comply with labour regulations have reverted to using their factory space as storage for imported textiles from China.

The concentration of manufacturing activities in Newcastle suggests migration of labour into the local municipality, which might in turn influence unbalanced growth of Newcastle, in comparison to Dannhauser and eMandlangeni. Some manufacturing

companies lack finances to expand their scope, and therefore their job creation capabilities are limited. For some, a preface process of training staff is necessary-which implicates on costs of setting up a manufacturing plant.

Closure of mines - Mining has been focused on coal mining, but the majority of the collieries have closed. These include Durnacol, Spring Lake Collieries and Balgray Colliery, and Welgedacht Collieries.

Other challenges include constraints on electricity and water supply infrastructure, service delivery (incl. maintenance and provision of roads and other bulk services), labour legislation, declining competitiveness due to a lack of new investment (and technology), impact of HIV/AIDs on the working age population and increasing input costs (electricity, water, labour and capital goods).

- **Investment Opportunities**

The manufacturing industry is dominated by few large companies. This presents SMME's with an opportunity to venture into the manufacturing industry. They will however require government support, for them to overcome barriers of entry as well as to maintain competitive momentum –at least in the beginning. Food, beverages and tobacco processing industry has experienced growth, with an average annual growth rate of 1.6% and 2.8% in Amajuba and KZN respectively. The industry employs just less than 1000 people in the district (6.6% of total employment in manufacturing), while 15.3% of employment in the sector is generated from this industry in KZN. This highlights the potential to expand the current processing and manufacturing of food and beverages.

10.8 Services

- **Comparative advantage**

Tertiary services within the Amajuba district have grown significantly over the past decade, far out-growing the primary and secondary sectors. The tertiary services sector includes communications, finance and insurance, business services, community and social services, and general government. Average growth for these sectors has been 8% per annum from 2005 - 2009, and these sectors contribute over 45% to total GVA in Amajuba district. In terms of employment, over 62,000 people are employed within these sectors, which accounts for 74.5% of total employment in the sector. This indicates the significance of these tertiary sectors within Amajuba. The largest contributing sector to tertiary services is wholesale and retail trade, which accounts for almost 20% of total GVA within the district. This is followed by general government spending (18.5%) and community, social and personal services (17.6%).

- **Challenges**

Tertiary services in Dannhauser contribute 83% of the total GVA of the local municipality. This suggests that Dannhauser economy is almost monopolised by this sector- a situation which is not sustainable.

- **Investment Opportunities**

There is the need to strengthen existing manufacturing base in order to ensure sustainable growth over the long-term, and absorption of un-skilled and semi-skilled labour.

10.8.1 Informal Trade

- **Comparative advantage**

The Amajuba NSDP Pilot Project (2008) indicates that based on the estimates of Global Insight on the extent of the informal trade, the second highest concentration of people informally employed in the province is within Amajuba (33 677). The percentage of all employment represented by the informal sector in the ADM is 35.6% which is also the highest proportional figure in the province, which seems to be indicative of the importance of informal sector activities within this district. The

comparative figures at local municipality level clearly indicate that the vast majority of informal sector activities are concentrated in the Newcastle LM (more than 90% of all informal sector employment in the district).

Below is a list of the typical types of informal trade that occur within the district:

a. Shisa Nyama and other ready-made food	b. Clothing, footwear and other accessories
c. Air-time/ cell phone accessories sellers	d. Traditional medicine practitioners
e. Poultry and livestock sellers	f. Cosmetics and Pharmaceutical toiletries
g. Gardeners	h. Garbage pickers
i. Cardboard collectors	j. Child care workers
k. News paper vendors	l. Taxis/Minibus drivers and conductors
m. Minibus washers	n. Second hand clothes/shoes dealers
o. Hairdressers/Barbers	p. Sewers
q. Motor vehicle repairs	r. Spaza Shops
s. Shebeens	t. Music CDs and DVDs

- **Challenges**

- Overcrowding of trade activities and inadequate waste collection
- Low income or lack of regular income as household consumption competes for the use of business earnings
- Lack of opportunities for bulk purchase of inputs and lack of working capital
- Limited access to technology
- Lack of access to finance and banking. Micro-credit availability is crucial to the development of those in the informal economy. However, banking facilities that cater to small actors are often absent.
- Lack of training. Basic math and accounting skills, as well as business management skills, are key to all successful businesses, including those located in the informal economy.
- Lack of access to economies of scale. Many informal actors cannot afford to buy in bulk. They are thus forced to pay retail prices for their goods.
- Demand factors. Structural issues such as low cash flow in many of the communities, small size of the community market and shortage of customers leads to low and irregular business cash flow.
- Thin profit margins relative to time invested and high running costs relative to turnover lead to difficulties with paying for supplies.

- **Investment Opportunities**

- Construction of informal trade centre in both Newcastle and Dannhauser
- Establishment of informal trade forum which will enhance participation and involvement of people working in the informal sector.
- Provide skill development on business retention and expansion
- Facilitate new informal traders entry such as hiring them to clean up the informal trade site on regular basis

10.9 Mining

- **Comparative advantage**

ADM is a major source of coal mining. In 2010, the estimated GVA from the mining industry was approximately R313 mil, which accounted for 3.4% of total GVA in the district. This reflects a positive short-term average annual growth over the period 2005 – 2009 of about 3%.

- **Challenges**

ADM has experienced a significant decline in formal commercial mines over the past 5-10 years (largely due to the down-scaling of coal mining in Dannhauser), with small-scale mining accounting for more recent growth.

In terms of employment, this sector employs about 800 formal employees, approximately 1% of total employment in the district, a substantial long-term decline from 7% contribution in 1996, and a smaller short-term decline from a 2% contribution to employment in 2000.

An alarming issue is the large number of coal mines that have been abandoned within the Newcastle and Emadlangeni municipalities, with only 1 significant commercial coal mine remaining in Newcastle. Further challenges include:

- Difficult mining conditions as a result of narrow seams, large topographic differences, highly faulted ground conditions and numerous occurrences of dolerite dykes. This resulted in low extraction rates and tonnages, high mining costs and few opportunities for opencast mining;
- The abolition of the coal marketing controls which took place in the early 1990's. These controls had prevented the sale of coal produced within a province from being sold outside of that particular province. This abolition resulted in the cheap coal produced in Mpumalanga being sold into the KwaZulu-Natal market. Although the Mpumalanga coals had further to travel to reach the KwaZulu-Natal market, the combined mining and transportation costs for this coal were still significantly less than the high cost coal produced within KwaZulu-Natal;
- The decrease in the demand for export anthracite from KwaZulu-Natal. Other sources of cheaper, better quality anthracite were being supplied into the global market;
- Closure of part of the Newcastle steelworks which consumed significant amounts of coking coal;
- Old and aging mines reaching their limits of extraction.

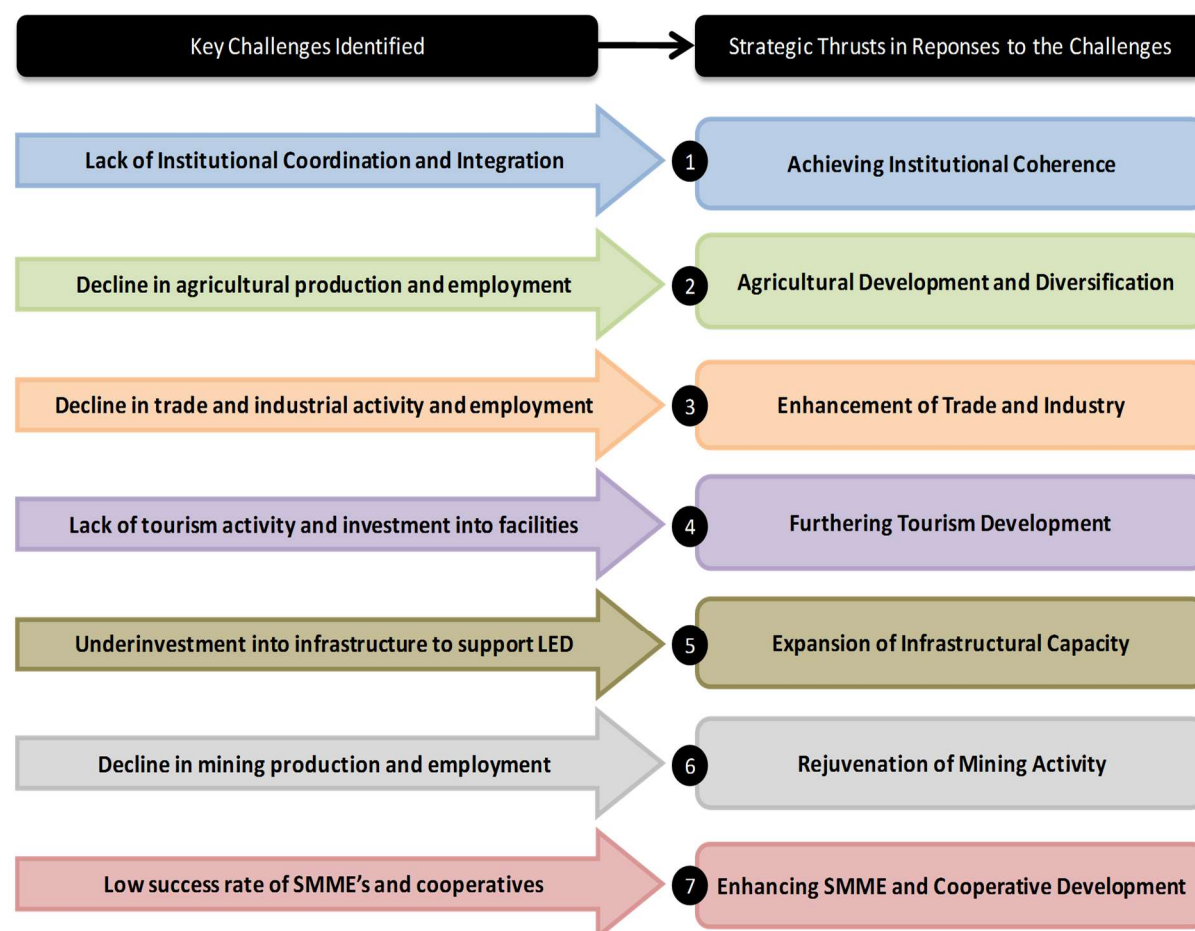
- **Investment Opportunities**

- Government could facilitate developmental close down of mines, where mining companies could carpet mining sites with fertile soils, and effectively initiate agricultural activities.
- Accelerate the exploitation of the identified 7 discrete large scale mines
- Set up a large washing plant
- Provide skill training for small scale mining ventures such as re- working old dumps
- Facilitate investment in vendorised transport initiatives

10.10 LED Strategic Thrust

These strategic thrusts were selected as they directly address the key challenges that were identified in the strategic analysis phase (and presented in summary in section 2). The diagram below displays the strategic thrusts developed in response to the key challenges identified. The sections to follow will present each of the strategic thrusts as the key programmes associated to each thrust.

Figure 32: LED Strategic Thrusts



Each of the strategic thrusts were unpacked further into a number of programmes specifically tailored to meet the overall objective of each strategic thrust. The table below displays a summary of the strategic thrusts identified and related programmes:

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Table 59: Programmes for implementation of LED Strategic Thrusts

Strategic Thrust		Programme			Projects
1	Achieving Institutional Coherence	1.1	LED Coordination and Capacity	1.1.1	Establish a Board of Business Leaders
				1.1.2	Establish a Programme Management Unit
				1.1.3	Implement an Amajuba Development Framework (workgroup)
				1.1.4	Fill vacant posts within the local and district municipalities
		1.2	Policy and Strategy Integration	1.2.1	Undertake a training session with DEDT and all IDP and LED staff
				1.2.2	Establish a quarterly Integration Forum for all IDP and LED staff
2	Agricultural Development and Diversification	2.1	Agricultural Support and Skills Development	1.2.3	Compile an Integrated Implementation Plan for all projects
				2.1.1	Establish an Agricultural Support Unit
				2.1.2	Develop a Community Based Support Plan
				2.1.3	Establish an Agricultural Skills Development Unit
		2.2	Commodity Development	2.2.1	Undertake research into new potential commodities and develop business plans (incl areas for agri-processing)
				2.2.2	Engage with DEDT and TIKZN quarterly to identify markets
				2.2.3	Poultry incubation
				2.2.4	Establishment of an Olive tree project
				2.2.5	Establish the proposed Hydroponic Techno park
				2.2.6	Establish (Amajuba) Regional agricultural hub
				2.2.7	Expand the mechanization project to include small scale farmers
				2.2.8	Grain crop production project
				2.2.9	Vegetables Programme
				2.2.10	Nursery project
				2.2.11	Potatoes projects
				2.2.12	Sugar-beet production
				2.2.13	Herbs and medicinal plants project
				2.2.14	Orchard Project
				2.2.15	Mushrooms project
				2.2.16	Aquaculture and Aquaponics Project
				2.2.17	Irrigation projects
				2.2.18	Fencing projects
				2.2.19	Maize production
				2.2.20	Sawmill project
				2.2.21	Piggery project

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Strategic Thrust		Programme		Projects	
				2.2.22	Laying hens projects
				2.2.23	Broiler projects
				2.2.24	Community garden projects
				2.2.25	Production of medicinal herbs
				2.2.26	Production of herbs and oil extraction
				2.2.27	Production of olives and processing
				2.2.28	Fruit production and canning
				2.2.29	Production of processed sun-dried tomatoes
				2.2.30	Production of High Quality Soya Products
		2.3	Land Reform	2.3.1	Resolution of Land Claims
				2.3.2	Engage with DAEARD to develop mentorship programmes
		2.4	Institutional Structuring	2.4.1	Establish a Mechanisation unit
				2.4.2	Establish an Agri-Processing Unit
3	Enhancement of Trade and Industry	3.1	Industrial Development	3.1.1	Implement relevant interventions identified in the KZN Industrial Development, Investment and Export Strategies
				3.1.2	Undertake an assessment of current industrial land availability and develop a roll-out plan
				3.1.3	Engage with DTI and Labour and develop a programme to reverse the loss of textile industry jobs
				3.1.4	The identification and establishment of Newcastle as a Special Economic Zone (SEZ).
				3.1.5	Tannery Project in Dannhauser
				3.1.6	Clothing and Textile
				3.1.7	Embroidery project
				3.1.8	Steel Manufacturing
				3.1.9	Photography project
				3.1.10	Laundry project
				3.1.11	Brick making project
				3.1.12	Bakeries projects
				3.1.13	Leather processing factory
				3.1.14	Detergent/ chemical manufacturing factory
				3.1.15	Knitting projects
				3.1.16	Jewellery manufacturing
				3.1.11	Establishment of a regional logistics hub

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Strategic Thrust		Programme			Projects
		3.2	Business Retention and Expansion (BR&E)	3.2.1	Undertake a district-wide BR&E Strategy with DEDT
				3.2.2	Develop an implementation plan for recommendations of the BR&E Strategy
4	Furthering Tourism Development	4.1	Strategy Alignment	4.1.1	Implement relevant interventions identified in the KZN Tourism Strategy
				4.1.2	Undertake a review of the Tourism Strategy
		4.2	Promoting and Marketing	4.2.1	Development of an Amajuba Brand
				4.2.2	Roll-out of District Tourism Marketing
		4.3	Tourism Opportunities	4.3.1	Battlefield development and Amajuba Tourism Route
				4.3.2	The Amajuba Birding Meander.
				4.3.3	The development of tourism opportunities around the proposed dam sites (Ncandu, Tom Worthington as well as Zaaihoek), the Drakensberg and the Noddle projects
				4.3.4	The further development of the Balele Nature Reserve at Utrecht.
				4.3.5	Develop Ntshingwayo Resort Game Park;
				4.3.6	Develop Ncandu Nature Reserve / Incandu Forest Reserve
				4.3.7	The development of a Fly-fishing Meander.
5	Expansion of Infrastructural capacity	5.1	Corridor and Nodal Development	5.1.1	Upgrade of the N11 (including widening)
				5.1.2	Upgrade of other key corridor roads (leading to mines and farms)
				5.1.3	Development of the Dannhauser, Dundee, Nqutu, Babanango, Melmoth Road Corridor
				5.1.4	The development of opportunities along the MR483 Corridor linking the CBD to Madadeni and Osizweni.
				5.1.5	The implementation of the Urban Renewal Programme in the Newcastle CBD
		5.2	Water Resource Development	5.2.1	The development of dams along the Buffalo River Catchment which will open up large portions of the tribal areas for irrigation.
				5.2.2	Roll-out of Irrigation Scheme for agriculture
				5.2.3	Implement an irrigation projects in Buffalo Flats as per Irrigation plan
		5.3	Infrastructure for trade and industry	5.3.1	Establish a partnership with iThala to develop an Industrial Park
				5.3.2	The development of the old Casino complex into a Office Park and Sport Complex.
				5.3.3	The roll out of ICT Broadband
				5.3.4	The Development of a Regional Market and Agric Hub which will be linked to the Dube Trade Port and other markets.
				5.3.5	Develop Informal Trading facilities in small towns

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Strategic Thrust		Programme			Projects
				5.3.6	The development of a new Mall adjacent to the new Casino.
				5.3.7	The development of the Amajuba Hydroponic Techno Park.
		5.4	Human Settlements	5.4.1	The development of Housing Estates and associated facilities in the Berg Foothills
				5.4.2	The development of housing projects as part of the implementation of the Housing Plans for the three LM's.
				5.4.3	Determine and establish National Monuments.
6	Rejuvenation of Mining Activity	6.1	Rehabilitation of abandoned mines	6.1.1	Undertake an assessment of abandoned mines to identify potential for rehabilitation
				6.1.2	Develop business plans for identified viable mining rehabilitation projects
		6.2	New mining opportunities	6.2.1	Find investors in seven large scale mines
				6.2.3	Establish a washing plant
				6.2.4	Training small scale miners
				6.2.5	Develop business plans for new opportunities identified
				6.2.6	Identify and encourage the use of new alternative mining technologies
7	Enhancing SMME and Cooperative Development	7.1	Support and Assistance	7.1.1	Implement relevant recommendations from the SMME and Cooperatives Strategies
				7.1.2	Identify potential market opportunities for SMME's and provide assistance in establishing operations and relieving funding
		7.2	Skills and capacity development and training	7.2.1	Undertake and SMME and Cooperatives audit to identify skills and training required
				7.2.2	Establish a forum with SEDA & SETA to implement and monitor skills development and training programmes

10.11 Poverty Alleviation

Poverty is a complex concept to define and measure. Initial measures of poverty are usually based on financial indicators such as the World Bank measure of income less than \$1/day. The World Bank recommends that when monitoring country poverty trends, indicators based on national poverty lines should be used in place of the WB measure. In view of this, the “Minimum Household Living Level (MHLL)” created by the South African Bureau for Market Research can be used as an indication of the prevalence of poverty in the study area. The MHLL states that in March 2004 an average household with 3.7 members living on less than R22,728/year (or R1,894/month) or less will be unable to meet its financial requirements.

In South African context, the National government currently considers the households with a monthly household income of less than R1600 as indigents. The percentage of people living in poverty in the Amajuba is estimated to be around 52.2% (260 915 people). A total of 56% households in Newcastle earn less than R800 per month. This clearly shows that Newcastle annual individual income is very low, a clear indication that individual households cannot afford basic necessities such as housing and health services. A total of 18 550 households were registered for indigent support due to high unemployment rate of 54%. Most of the poverty-stricken households of Newcastle are located in the East as well as the Traditional Authority areas. Low household income has led to illegal mining within the local municipality to supplement income for the poor especially in the rural areas thereby putting the environment at risk.

The income levels are very low in Dannhauser. Census 2011 reported that 76,3% of the population in Dannhauser have no monthly income, with a further 15% having monthly income of less than R1, 600 per month. The large proportion of the population (51,4%) within Emadlangeni receives no income and the income level of households in Emadlangeni is exceptionally low with just about 87% of households earning less R1, 500, which are classified as poor. The municipality has developed an indigent register, although not all people have been captured, efforts are being made to ensure that people do register on the database. This puts a strain on the municipality resources because almost the entire population falls within the indigent bracket. Although people have jobs, the lack of skills prevents them from getting better wages or salaries.

The table below contains projects that are aimed specifically at poverty alleviation and are have been implemented through the LED programme.

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Table 60: Poverty Alleviation Projects 2013/14-2014/15

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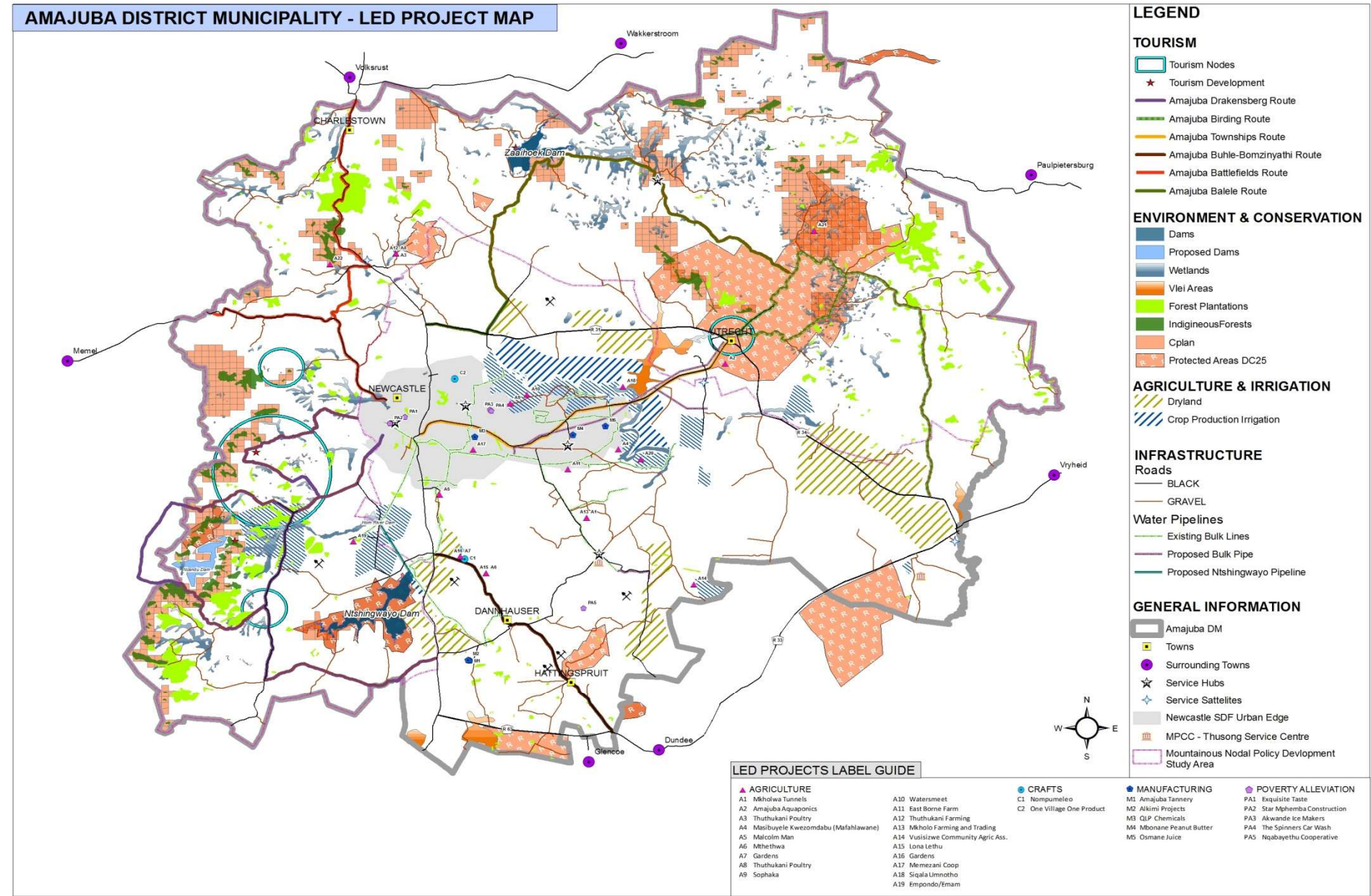
Project Code	Project Name	Project Type	Financial Years			Estimated Budget	Actual Budget	Actual Expenditure	Status
AMA00003	Yellow Maize Project	LED facilities	2012/2013	2013/2014	2014/2015	R 1 000 000,00	R 1 000 000,00	R -	Business Plan
AMA00006	Cebisanani Womans Club	LED facilities	x	x	x	R 30 000,00	R 30 000,00	R -	Business Plan
AMA00007	Sakhelisizwe Poultry Project	LED facilities	x	x	x	R 500 000,00	R 500 000,00	R -	Business Plan
AMA00008	Amaskhandisa Agricultural Project	LED facilities	x	x	x	R 500 000,00	R 500 000,00	R -	Business Plan
AMA00009	Amajuba Aquaponics	LED facilities	x	x	x	R 800 000,00	R 800 000,00	R -	Programme Planning
AMA00011	Mpoconi Farming project	LED facilities	x	x	x	R 106 667,00	R 106 667,00	R -	Initiated
AMA00012	Mooihoek Farming	LED facilities	x	x	x	R 106 667,00	R 106 667,00	R -	Business Plan
AMA00013	Thuthukani Farming	LED facilities	x	x	x	R 175 000,00	R 175 000,00	R -	Programme Planning
AMA00014	Mkholwa Farming	LED facilities	x	x	x	R 175 000,00	R 175 000,00	R -	Business Plan
AMA00020	Vegetables storage containers ADM (1)	LED facilities	x	x	x	R 25 000,00	R 25 000,00	R -	Initiated
AMA00030	Amajuba Birding Meander	LED facilities	x	x	x	R 120 000,00	R 120 000,00	R -	Under Implementation
AMA00031	Tourism Brochure Review	LED facilities	x	x	x	R 137 028,00	R 137 028,00	R -	Awaiting Closeout
AMA00034	Amajuba Tourism Events	LED facilities	x	x	x	R 300 000,00	R 300 000,00	R -	Under Implementation
AMA00035	Tourism Shows and Exhibition	LED facilities	x	x	x	R 50 000,00	R 50 000,00	R -	Business Plan
AMA00038	Mantma Trading Enterprise	LED facilities	x	x	x	R 60 000,00	R 60 000,00	R -	Business Plan
AMA00042	Tourism Signage Maintenance	LED facilities	x	x	x	R 40 000,00	R 40 000,00	R -	Business Plan
AMA00043	Silwa Nobuphofu	LED facilities	x	x	x	R 30 000,00	R 30 000,00	R -	Business Plan
AMA00044	Siyazama Womans Club	LED facilities	x	x	x	R 50 000,00	R 50 000,00	R -	Business Plan
AMA00046	Newcastle Dreadlocks	LED facilities	x	x	x	R 70 000,00	R 70 000,00	R -	Initiated
AMA00047	Sthembiso Laundry	LED facilities	x	x	x	R 50 000,00	R 50 000,00	R -	Initiated
AMA00048	Mangethe Cleaning Services	LED facilities	x	x	x	R 50 000,00	R 50 000,00	R -	Business Plan
AMA00049	Maverick Trading	LED facilities	x	x	x	R 70 000,00	R 70 000,00	R -	Initiated
AMA00050	Kikilikigi kusile	LED facilities	x	x	x	R 60 000,00	R 60 000,00	R -	Initiated
AMA00179	Strategy for Amajuba Tourism Branding	LED facilities	x	x	x	R 103,74	R 103,74	R -	Initiated
AMA00180	Strategy for Amajuba Events	LED facilities	x	x	x	R 140,68	R 140,68	R -	Initiated
AMA00189	Develop Feasibiliy &BP for the Dams revitilasation project	LED facilities		x	x	R 300 000,00	R 300 000,00	R -	Initiated

Integrated Development Plan 2016/17			March 2016									
AMA00190	Amajuba Tourism Events	LED facilities		x	x	R	400 000,00	R	400 000,00	R	-	Programme Planning
AMA00194	CTO and Organisational Support	LED facilities		x	x	R	100 000,00	R	100 000,00	R	-	Initiated
AMA00196	Maintainance of tourism signage	LED facilities		x	x	R	50 000,00	R	50 000,00	R	-	Initiated
AMA00197	Tourism Shows and Exhibition	LED facilities		x	x	R	60 000,00	R	60 000,00	R	-	Initiated
AMA00204	Lala Udlile	LED facilities		x	x	R	5 000,00	R	5 000,00	R	-	Initiated
AMA00205	Malcaman Agric	LED facilities		x	x	R	40 000,00	R	40 000,00	R	-	Initiated
AMA00208	Ngithokozile	LED facilities		x	x	R	60 000,00	R	60 000,00	R	-	Initiated
AMA00209	Ezethu	LED facilities		x	x	R	300 000,00	R	300 000,00	R	-	Initiated
AMA00210	Impumelelo Yabasha	LED facilities		x	x	R	20 000,00	R	20 000,00	R	-	Initiated
AMA00211	Khulani Poultry	LED facilities		x	x	R	60 000,00	R	60 000,00	R	-	Initiated
AMA00212	Sinethemba Coop	LED facilities		x	x	R	30 000,00	R	30 000,00	R	-	Initiated
AMA00213	Mbhele Grass Cutting	LED facilities		x	x	R	50 000,00	R	50 000,00	R	-	Initiated
AMA00214	Akwande Cleaning and Catering	LED facilities		x	x	R	30 000,00	R	30 000,00	R	-	Initiated
AMA00215	Phaphama Furniture	LED facilities		x	x	R	80 000,00	R	80 000,00	R	-	Initiated
AMA00216	TZ King Catering	LED facilities		x	x	R	50 000,00	R	50 000,00	R	-	Initiated
AMA00217	Sibusiso Internet Cafe	LED facilities		x	x	R	70 000,00	R	70 000,00	R	-	Initiated
AMA00218	Mphathis Entertainment	LED facilities		x	x	R	80 000,00	R	80 000,00	R	-	Initiated
AMA00219	XQUIZIT Taste	LED facilities		x	x	R	80 000,00	R	-	R	-	Initiated
AMA00220	Sphiwo and Bongz	LED facilities		x	x	R	70 000,00	R	70 000,00	R	-	Initiated
AMA00221	Masinelisane	LED facilities		x	x	R	60 000,00	R	60 000,00	R	-	Initiated
AMA00222	Asesbo Disign & Creations	LED facilities		x	x	R	80 000,00	R	80 000,00	R	-	Initiated
AMA00223	Cromodec Guttering	LED facilities		x	x	R	550 000,00	R	550 000,00	R	-	Initiated
AMA00224	Yende Alluminium	LED facilities		x	x	R	50 000,00	R	50 000,00	R	-	Initiated
AMA00225	Jobe Kamatshana	LED facilities		x	x	R	50 000,00	R	50 000,00	R	-	Initiated
AMA00227	SNL Creations	LED facilities		x	x	R	80 000,00	R	80 000,00	R	-	Initiated
AMA00228	Khetha ukuphila organisation	LED facilities		x	x	R	30 000,00	R	30 000,00	R	-	Initiated
AMA00229	Dilily Studio Production	LED facilities		x	x	R	85 000,00	R	85 000,00	R	-	Business Plan
AMA00232	Hydroponics Technopark	LED facilities		x	x	R	2 500 000,00	R	700 000,00	R	-	Business Plan
AMA00233	AFLED Capacity Building	LED facilities		x	x	R	100 000,00	R	100 000,00	R	-	Initiated
AMA00234	LED/Tourism Training facility	LED facilities		x	x	R	100 000,00	R	100 000,00	R	-	Programme Planning

Integrated Development Plan 2016/17						March 2016			
AMA00235	Sewing and Textile	LED facilities		x	x	R -	R -	R -	Programme Planning
AMA00236	Network and Mc Machines cc	LED facilities		x	x	R 28 800,00	R 28 800,00	R -	Programme Planning
AMA00238	LED Agency	LED facilities		x	x	R 300 000,00	R 300 000,00	R - R -	Initiated
AMA00240	SEC 78 LED Agency	LED facilities		x	x	R 200 000,00	R 200 000,00	R -	Initiated
AMA00241	Alkimi Formulas chemical project DNC	LED facilities		x	x	R 200 000,00	R 200 000,00	R - R -	Business Plan
AMA00243	QLP Trading chemical project	LED facilities		x	x	R 200 000,00	R 200 000,00	R -	Business Plan
AMA00247	Memezane Farming Project	LED facilities		x	x	R 500 000,00	R 500 000,00	R -	Initiated
AMA00254	Delelop Business Plansfor SMMEs	LED facilities		x	x	R 100 000,00	R 100 000,00	R -	Initiated
AMA00264	Memezani Agric (Potatoes)	LED facilities		x	x	R 64 000,00	R 64 000,00	R -	Under Implementation
AMA00267	Malcaman Agric (Potatoes)	LED facilities		x	x	R 64 000,00	R 64 000,00	R -	Under Implementation
AMA00269	Mkholwa Tunnels	LED facilities		x	x	R 300 000,00	R 310 000,00	R -	Business Plan
AMA00274	One Village one Product	LED facilities		x	x	R 100 000,00	R 100 000,00	R -	Programme Planning
AMA00278	Ubuhle Bembokodo	LED facilities		x	x	R -	R -	R -	Initiated
AMA00280	Masibuyele Kwezodabu (Irrigation)	LED facilities		x	x	R 30 000,00	R 30 000,00	R -	Business Plan
AMA00289	Eastborne Agric Coop (yellow maize)	LED facilities		x	x	R 80 000,00	R 80 000,00	R -	Initiated
AMA00290	Gardens Residence Association (yellow maize)	LED facilities		x	x	R 30 000,00	R 30 000,00	R -	Initiated
AMA00291	Sakhisizwe (yellow maize)	LED facilities		x	x	R 80 000,00	R 80 000,00	R -	Initiated
AMA00292	Lona Lethu	LED facilities		x	x	R 150 000,00	R 150 000,00	R -	Business Plan
AMA00293	Thuthukani Farming (yellow maize)	LED facilities		x	x	R 130 000,00	R 130 000,00	R -	Initiated
AMA00294	Malcaman Agric (yellow maize)	LED facilities		x	x	R 120 000,00	R 120 000,00	R -	Initiated
AMA00295	Mdlovu Agric (yellow maize)	LED facilities		x	x	R 120 000,00	R 120 000,00	R -	Initiated
AMA00296	Watersmeet Agric (yellow maize)	LED facilities		x	x	R 40 000,00	R 40 000,00	R -	Initiated
AMA00297	Emondo/Emam (yellow maize)	LED facilities		x	x	R 80 000,00	R 80 000,00	R -	Initiated
AMA00298	Siqala umnotho Agric (yellow maize)	LED facilities		x	x	R 15 000,00	R 15 000,00	R -	Initiated
AMA00299	Makhehlane Agric (yellow maize)	LED facilities		x	x	R 100 000,00	R 100 000,00	R -	Initiated
AMA00300	Inkosi Mabaso (yellow maize)	LED facilities		x	x	R 30 000,00	R 30 000,00	R -	Initiated
AMA00302	Eskom Training	LED facilities		x	x	R 50 000,00	R 50 000,00	R -	Initiated
AMA00305	Tourism Marketing 2014	LED facilities		x	x	R 200 000,00	R 200 000,00	R -	Business Plan

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AMA00306	Poverty Alleviation Quater Meeting	LED facilities			x	R -	R -	R -	Initiated
AMA00307	Qhubekani Poultry Project	LED facilities			x	R 300 000,00	R 300 000,00	R -	Under Implementation
AMA00310	Poverty Alleviation 1st Quarter Meeting	LED facilities			x	R -	R -	R -	Business Plan
AMA00312	Economic Development Agency	LED facilities			x	R 1 500 000,00	R 80 000 000,00	R -	Business Plan
AMA00316	Sukuma Sakhe Meeting	LED facilities			x	R -	R 2 014,00	R -	Business Plan
AMA00317	Funds Application from AON Insurance Company	LED facilities			x	R 50 000,00	R -	R -	Business Plan
AMA00322	Lona Lethu Farming Coop	LED facilities			x	R 500 000,00	R 500 000,00	R -	Business Plan
AMA00323	Mgodeni Farming Coop	LED facilities			x	R 500 000,00	R 500 000,00	R -	Business Plan
AMA00324	Waihoek Ekuphileni Farming	LED facilities			x	R 500 000,00	R 500 000,00	R -	Business Plan
AMA00325	Thuthukani Farming Coop	LED facilities			x	R 500 000,00	R 500 000,00	R -	Business Plan
AMA00326	Memezani Farming Coop	LED facilities			x	R 500 000,00	R 500 000,00	R -	Business Plan
AMA00327	Malcaman Farming Coop	LED facilities			x	R 500 000,00	R 500 000,00	R -	Business Plan
AMA00328	Amajuba District Agricultural Forum	LED facilities			x	R -	R -	R -	Business Plan

The map below represents the geographical orientation of the LED projects; these LED projects are in line vision 2030 and linked to the PGDS. The projects are aligned to Job creation, Human and Community Development. The Map below provides a spatial reference to the projects enlisted above.



10.12 LED GAP and SWOT Analysis

(a) The general decline of non-agricultural sectors pre-empts the need to resuscitate these sectors as well as intensify investment in agriculture. In the medium-term, it is important that skills transfers and agriculture-based capacity development among local citizens within the District Municipality be implemented.

(b) Apart from few seasonal functions, tourism activities are barely present in the municipality. Part of the issue lies in perceptions that the region is dry and 'common'. These sorts of perceptions can be dispelled, especially by embarking on investments on tourism sites for both local and supra-local tourism. The understanding that tourism is only valuable when it attracts 'foreigners' is not a constructive one. Mobilizing local residents as well as creating functions and events [such as the annual Newcastle air show, for example] would go a long way in recovering the growth of the tourism sector.

(c) As part of diversification, the manufacturing sector, especially hides and skin processing, textile and timber processing are strategic way forward options. But this also needs to be accompanied by skills training and sub-sector based capacity development.

(d) Resource mobilization is a critical gap that needs to be addressed. Generally, and within reason, funding criteria remains complex and irrelevant especially with emerging farmers in perspective. The funding criteria demands factors such as collaterals, which are often difficult for emerging farmers to meet.

(e) The fluctuation of agricultural as well the manufacturing sector needs to be viewed as representing the delicate nature of the economy. The services sector which is far more sustainable thrives on skills, and need to be keenly considered in the diversification process of the District's economy.

(f) Importantly, the municipality appears to adopt a trend of project evaluation which relies on outputs rather than both outputs and outcomes. But this is an institutional problem, which requires institutional transformation. Elsewhere this report presents institutional alignment strategy.

Table 61: LED SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> Strong existing manufacturing and tertiary sector base in Newcastle; Locational advantages (N11 and midway between DBN and JHB); Existing coal deposits; Fertile tracts of land for agricultural development; Natural resources and wildlife 	<ul style="list-style-type: none"> Low level of skills within the labour force and lack of labour-force retention; Migration of labour force to larger industrial centres; Declining manufacturing, mining and agricultural production; Failure to attract sufficient new investment into the region and therefore reliance on existing industries; Lack of diversity within the manufacturing sector (dominated by a few large players)
Opportunities	Threats
<ul style="list-style-type: none"> Expansion of the tourism sector; Expansion of the manufacturing sector including the promotion of SMME's within this sector through linkages with large players Diversification from reliance on agriculture Informal trade support and formalisation 	<ul style="list-style-type: none"> HIV/AIDS is undermining the growth potential of the district; Labour legislation might cause the closure of more textile factories Land claims are constraining investment into agriculture and mining Lack of sufficient skills and resources; Stringent funding criteria especially in relation to emerging farmers Deteriorating infrastructure

10.13 Tourism

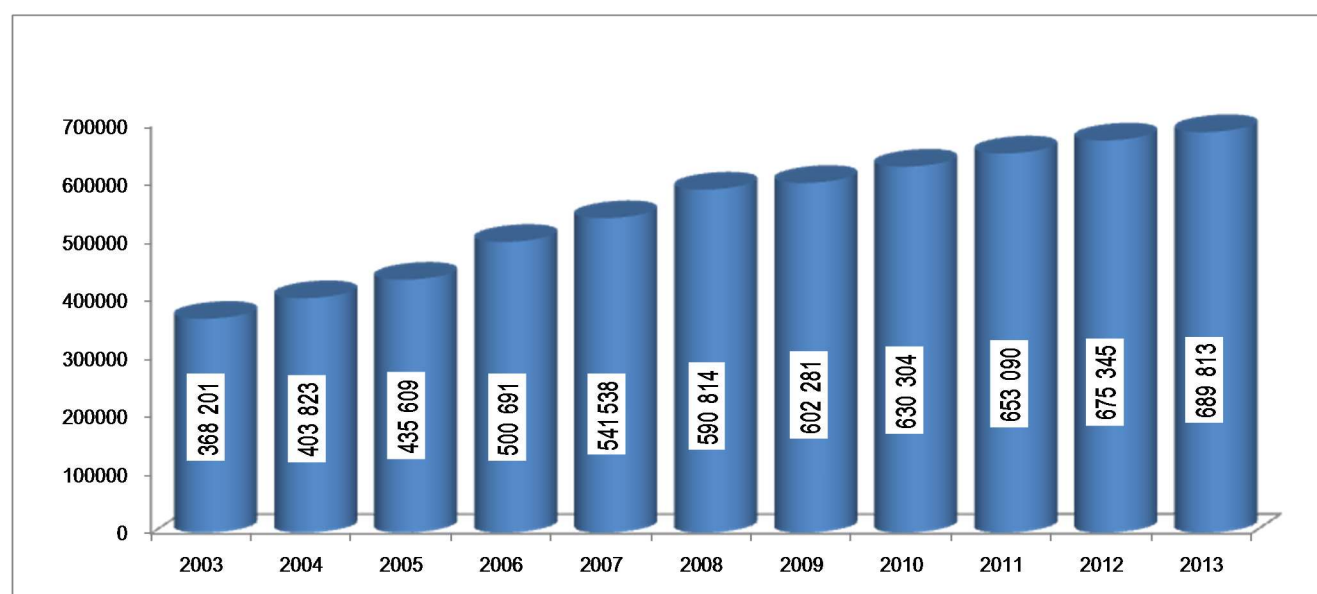
The Amajuba district is not perceived to be a major tourism destination within KZN due to its historical association with industrial and mining activities. Tourism however is a key sector in that it presents opportunities for economic development within the region. Tourism within the town has grown over the past years, which is justified by the growing number of accommodation facilities and activities offered within the region. These facilities include eco-tourism (hiking, birding, etc); natural, cultural and historical attractions (battlefields, nature reserves, etc); arts and crafts; events and festivals; adventure sports; as well as hunting and fishing.

The extent of this sector on the economy of Amajuba can be noted by the Vodacom Newcastle Winter Festival, which attracts over 30,000 people, and has a significant impact on the local economy. The district has a large number of accommodation facilities, which range from lodges, to B&B's, to self-catering facilities and hotels. Most of these facilities are however located within Newcastle, with only a limited number of facilities within Utrecht and Dannhauser. In Utrecht, the Balele Community Game Reserve and Caravan Park is a 250ha game reserve surrounding the town of Utrecht, and is stocked with no fewer than 11 species of game including Impala, Blesbuck, Bushbuck, Waterbuck, Nyala, Red Hartebeest, Blue Wildebeest, Kudu, Burchell's Zebra, Warthog and Giraffe. In Dannhauser however, there are very few accommodation facilities, with most visitors staying in Newcastle or surrounding battlefield towns.

The Amajuba District welcomes visitors to this beautiful and dramatic landscape that belies a history of war. Battle site, memorial and graveyards are scattered across the land as a testimony to courage of hundreds who lost their lives in the Transvaal War of Independence and the Anglo –Boer War. Despite the powerful sense of history, the region's name, Amajuba (place of doves') signifies a new era of peace and the celebration of our beautiful country and its people. We invite you to explore winding mountain passes of these routes and immerse yourself in the riches of this land scape and its people. Amajuba consist of three major towns namely Newcastle, Dannhauser and Utrecht. In Amajuba you will find the unique place of opportunity where cultural and religious diversity blends together in harmony.

Figure 33: Tourism Annual Turnover (R'000) in Amajuba 2003 to 2013 evinces that, tourism in Amajuba generated an estimated annual turnover of R 689.8 million in 2013 and attracts numerous visitors to the district. The industry's contribution to the economy of the district has almost doubled its turnover in the period 2003 to 2013 which suggests that great potential lies in Tourism.

Figure 33: Tourism Annual Turnover (R'000) in Amajuba 2003 to 2013



Source: Global insight, 2014

Tourism has since become one of the main focus areas of growth and development in Amajuba and SA as a whole. The industry has been identified and documented in the Amajuba local economic development (LED) plan as key to the advancement of the district. As part of the district's Integrated Development Plan (IDP), tourism plan for the district was developed in 2004 as a sector plan. This was later followed by the Amajuba Tourism Strategy (ATS) in 2012 which aimed at revitalizing and reviewing the progress of the tourism industry in the district as well as identify further opportunities and challenges in the region regarding this industry. The ATS aims to unleash the tourism potential of Amajuba to benefit its citizens through employment creation, employment opportunities and the development of the district.

Amajuba is commonly known for the following tourist attraction activities:

- ❖ Eco-tourism, including the Amajuba Birding meander as well as other birding, hiking, canoeing and nature based activities.
- ❖ Cultural and Historical, including the Mangosuthu Arts and Craft centre and the battlefields where the Boer, British and Zulu battles took place.
- ❖ Events, such as the Newcastle Winter festival and sporting competitions.
- ❖ Adventure – 4x4 trails, white water rafting and kayaking, abseiling, gliding and micro-lighting, quad bikes and equestrian.
- ❖ Hunting and fishing.

SOMETHING FOR EVERYONE

Whenever your interest may lie, the Amajuba District has something to offer. If you seek exploration and adventure there is hiking, fly fishing horseback riding, quad biking and rapid riding .For the nature lovers there are game reserves, the vast unspoiled landscape, 400 species of birds and cascading waterfalls. For those fascinated by history there is the Battlefield Route and the guided tours that gives life to the historic sites with stories of war, triumph and defeat .Those who love art, culture and craft will find art exhibitions, collections and crafters displaying wonderful works that are truly out of Africa. Please note that we have established a number of fascinating tour route to help you explore Amajuba.

10.13.1 Major Towns

Newcastle has all amenities of a city yet it retains the charm of a country town .Just outside Newcastle are the vibrant and colourful towns of Madadeni and Osizweni which have raised talented leaders, crafters , dancers and artist. Dannhauser has a rich, cosmopolitan community of Zulu, Afrikaner, English Hindu and Muslim Inhabitants. Utrecht, tucked away in the imposing and wildlife –rich Balele Mountains, offers a rare experience- a town within a game park.

10.13.2 History of Towns

Newcastle

Newcastle is the economic and commercial centre of the Amajuba region. This vibrant and modern town has the amenities of a city and all the charm of a country town with a backdrop of stunning mountains and golden grasslands .It is at the centre of the Amajuba Battle fields Routes, the Amajuba Drakensberg Route and the Amajuba Townships Route. It is also at the heart of the Amajuba Birding Meander, which boast some of the some of the birding sites in the country .Newcastle was prominent in the Transvaal War of independence with three defining battles, Laing's Nek, Schuinshoogte and Amajuba being fought within 40km of the town .The town was strategic in Anglo Boer War, featuring both Boer and English differences. After coal was discovered in the late 1800's and era of prosperity so several ambitious project getting under way, including the Town Hall which was completed in 1897 and opened 1899 for Queen Victoria Diamond Jubilee.

Newcastle has the second largest steel works in South Africa and its Blast Furnace has the greatest hearth in the Southern hemisphere. Newcastle also has the wide range of industries including textiles, a synthetic rubber plant and diamond cutting works .There are shopping and educational centres, top class facilities for major sport competitions, conferences and weddings, and parks in and around the city .A casino restaurants, Lodges upmarket B&B and hotels complete the cosmopolitan picture.

You can take in historical places of interest, visit a first –class art gallery, participate in the Art and Craft Route, and book a cultural tour to the township for the opportunity to interact with the local people.

Utrecht

The Town within a game park

Utrecht was one of five original Voortrekker towns laid out before 1850. The town a prominent role in the Anglo Zulu War of 1879 when, for several weeks Colonel Evelyn Woods No3 column was stationed here and used the town as their main supply base .The Dutch Reformed Church rises above the small towns and is the site of plaque commemorating the Polish office Leo Pokrowsky, who died fighting for Boers.

The Town was established in 1855 and 1856 adopted the name of Utrecht in 1859 Utrecht became part of the South African Republic .After the Anglo Boer War of 1899-1902 the region was incorporated into Natal. The town has a number of attractive buildings and sites that give it a typical colonial era appeal and sense of history .The area surrounding the town has several trout fishing establishment, as well as bird –watching and quad bike trails. The town has 10 national monuments and 10 historic sites .beautiful historical buildings include the Old Parsonage, which dates back to 1888, now housing the Utrecht Museum, the sandstone Dutch Reformed Church, an interesting old military cemetery and quaint colonial houses.

Dannhauser

Dannhauser is popular among birding enthusiast for its many wetland birds and waterfowl, and it provides idyllic fishing and picnicking sport at the Tom Worthington Dam, where major sport events also take place, including annual triathlons and sailing regattas the Normandien area, which straddles the Amajuba Drakensberg Route and Amajuba Buhle Bomzinyathi Route offers glorious mountain landscapes and wildflowers. There are game farms, horse riding, hiking and 4x4 trails available and variety of quaint, comfortable accommodation options.

In 1902 Durban Navigation Collieries (Durnacol) was formed and began mining operations and the last shaft was closed in 2001. Durnacol later taken over by Iscor, provided employment for up to 6000 people at some stage of its existence and has left a colourful in its wake The diverse community, with its cultural and Historical attractions, its rich and varied bird life and other points of interest, make it an interesting stopover point for those looking for an experience that is slightly ‘off the beaten track. Established as the mining town in the 1800’s Dannhauser was a hub of activity but with the closure of the mines, it has been transformed into a peaceful village with a country atmosphere. Explore and enjoy country life at its best.

TOURISM ATTRACTIONS

Newcastle Tourism Attractions

- | | |
|---|-----------------------------|
| • Fort Amiel Museum | • The Carnegie Art Gallery |
| • The Battlefield at Schuinshoogte on the road between the R34 and the N11 | • Newcastle Mall |
| • The British Military cemetery and British champs site at Mount Prospect near Inkwelo on the N11 | • Duck Pond Bird Hide |
| • O’Neill’s Cottage on the N11 at the foot of Majuba mountain | • Amur Falcon Roost |
| • The battle fields at Laing’s(Lang’s)just off the N11 | • Black Rock Casino & Hotel |
| • The battlefield at Majuba | • Hilldrop House |
| • The Armoury | • Fun Farm Entertainment |
| • The Military Cemetery (In the centre of the old Town) | • Chelmsford Nature Reserve |

Utrecht Tourism Attractions

- | | |
|--------------------|----------------|
| • Balele Game Park | • Old Cemetery |
|--------------------|----------------|

- Old Residency/Parsonage
- Dutch Reformed Church
- Landdros, Pos en Telegraafkantoor
- Anglican Church
- The Uys House
- Bivane Waterfall

Dannhauser Tourism Attractions

- St Margaret's Presbyterian church
- Tom Worthington Dam
- Bonani Wild and Wonderful
- Larry & Fredericke's Clivia Collection
- Ntshingwayo Dam

TOURISM ROUTES

Amajuba has six routes each of the routes emphasises a unique Tourism offering in Amajuba and between them they cover the majority of attractions.

The Routes are as follow.

- ✓ Amajuba Battlefields Route: The Battlefields Route stretches from 1877 - 1902, which includes the First Anglo-Boer War (1877-1881), the Zulu War (1879) and the second Anglo Boer War (1899-1902). Majority of the sites in Amajuba relate to the first Anglo-Boer War but the route connects up with others in the battlefields region. As mentioned in the section above on the Battlefields, the one guide for the route sees fewer than 50 tourists a month, and sites require maintenance. The route serves to attract sports clubs and enthusiasts into the area and adds to the cultural significance of Newcastle.
- ✓ Amajuba Drakensberg Route: This route takes visitors along the western border of Amajuba through the foothills of the Drakensberg and includes Chelmsford Dam. As mentioned in the Drakensberg section above, the foothills require further development and will be benefitted by the completed development of Vulintaba.
- ✓ Amajuba Township Route: This route takes people through Madadeni to Osizweni and through to Utrecht. As mentioned above in the township tourism section, this route doesn't attract many tourists, there is not always a guide available and crafters are not always present along the route due to lack of business.
- ✓ Amajuba Balele Route: The Balele route winds along the escarpment on the eastern side of Amajuba, and borders with Mpumalanga at times. It has beautiful scenery and abundant bird life. Unfortunately, it is quite difficult to contact attractions along the route. The must-do attraction called 'Balele Adventures' had not had more than a handful of enquiries in years which is indicative of the success of the route and brochure.
- ✓ Amajuba Bivane Route: This route runs south of the Balele route and game reserve through the Blood River Poort. It lies in the Bivane wetland reserve and therefore is very scenic (including waterfalls) and offers many fishing opportunities.
- ✓ Amajuba Buhle-Bomzinyathi Route: This route cuts across from the Drakensberg eastwards along the southern side of the Chelmsford Game Reserve to cross the N11 and pass through the town of Dannhauser and the village of Hattingspruit.

The Amajuba Birding and Fly-Fishing Meanders have been created to provide information to birders and fishermen about the type of birds and birding/fishing spots available in Amajuba.

The following map depicts these routes spatially.

Maps 1: Amajuba Tourism routes



The Freedom Route has recently been created by TKZN and runs throughout KwaZulu-Natal. The Amajuba section of the route has yet to be included into the brochure but has its own brochure. Armed with a map and the brochure a visitor can take themselves on the freedom route with ease. The route benefits from marketing from TKZN. The Freedom route starts with the time-line after the two Anglo-Boer Wars (Battlefields Route) and consists of:

- the imprisonment of King Dinuzulu (1906-1910) during the Bambatha Rebellion,
- the miner's Strike led by Gandhi 1913,
- the teaching of Albert Luthuli (1917-18) in Blaauwbosch,
- the birth of Mac Maharaj 1935,
- the imprisonment of the Presidents of the Natal and Transvaal Indian Congresses in the early 1950's,
- the establishments of Madadeni and Osizweni in the 1960's as part of the Groups Areas(promulgated in 1950),
- the freedom Struggle in the 70's and 80's and subsequent TRC Hearings in 1996, and finally

Various new South Africa monuments around town. Signage

A signage plan was formulated and implemented recently; therefore tourism related signage is good in Amajuba. Majority of the accommodation places in Newcastle are on signboards and each of the tourism routes is signposted. Signage still required is as follows:

- Signage from all directions showing 'The Town within a Game Park'
- Signage for service providers in Osizweni and Madadeni
- Signage showing Newcastle along the N3

10.13.3 Tourism Establishment in Amajuba District

Accommodation and Functions

The following table provides a list of accommodation places in Amajuba. There are over 30 B&BS, 7 hotels, and almost 20 lodges. The majority of these are located in Newcastle. The high number of B&BS and hotels in Newcastle, coupled with the high number of conference facilities offered, is indicative of a business traveller market. Majority of the B&BS reach over 80% occupancy during the week, but are empty on weekends. Accommodation in Newcastle needs to do more to meet the needs of business travellers in order to encourage them to stay a night, where they may otherwise go home immediately.

It is essential that B&BS offer free Wi-Fi. It would be useful to conduct a survey of business men to determine their exact needs. There is very little backpacker or low budget accommodation suggesting a low number of tourists under the age of 30. There are also insufficient camp sites. The camp sites at Chelmsford Nature reserve and Balele are fully booked over the holidays. These should be made larger and new camp sites in new tourism areas such as the Drakensberg foothills and Balele Mountains should be established.

Table 62: Tourism establishments

Bed and Breakfast		
Ashdene B&B	Home & Away Guest House	Sintokha Guest House
Avalon guest Manor	House Ebony	Siyaphumula B&B
Belveders Guest house	Isakabuli B&B	Tiger's Kloof B&B
Century Place B&B	Izinga Guesthouse	Zipho's B&B
Comfit-Zone	Jabulujule Guest House	Zodiac B&B
Dunga House	KwaNtulindawo Guest House	2 The End
Gracelands Guesthouse	Loli's B&B	Belvederes B&B
Greaves Street B&B	Newbali B&B	Monika's Guest House
Guest House Kestrels	Patterson B&B	Mountain View Guest House
Haggards Hilldrop	Phumula Nathi Motel	
Heritage House	Robin's Nest B&B	
Lodges	Hotels	Nature reserves
Newcastle Country Lodge	Newcastle Inn	Bonani wild and Wonderful
Aloes Country Lodge	Santorini Suites	Chelmsford Nature Reserve
Arbor Farm lodge	Sizakancane Hotel	
Bivane River Lodge	Tramonto Boutique Hotel	Self-Catering
Blood River Outspan Lodge	The Haven	Victoria Self Catering
Cannon Lodge	Blackrock Garden Court	
Farmhouse Lodge	Capricorna	Budget Accommodation
Ikhasi Lodge		D&H Lodgings
Iphiva Lodge	Holiday resort	
JNB Lodge	Vulintaba Country estate	Caravan Park
Khaya Mini		Rus n Bietjie
Leopard Kloof trout lodge		Balele Game Reserve
Majuba Lodge		
The Oak Tree		Guest Farm
Engogo Riverside Lodge		Blue Ridge Guest Farm
Klipspringer		Zebra Lodge
Zinyathi Lodge		

Drakensberg Kloof		Guest Farm and Museum
Grey Goose Farm Lodge		Amajuba mountain and commemorative farm

CONFERENCES AND FUNTION VENUES

Due to Newcastle's location and population, functions are a good means to support tourism service providers. The attendees of these events may come from outside of Amajuba and therefore are tourists. It is important to attract the local market to function venues in Amajuba rather than losing them to competition venues in the popular Drakensberg and Midlands locations. This can be done through opening scenic function venues on farms and in the foothills of Utrecht and Drakensberg, as well as by pricing the functions competitively. Conferences are less under threat from surrounding regions due to Newcastle being the primary business node in Northern Natal. Conference venues need to be adequately advertised and meet standards that business men are used in JHB and Durban.

The following are the conferences and events venues around Amajuba

Table 63: Conference establishments

The Pines	Majuba Lodge	Century Casino
Zebra Lodge	Town Hall	2 the End B&B
Black Rock Casino	Horseshoe Guest Farm	Newcastle Show Hall
JNB Lodge(Dannhauser)	Izinga Guest house	Wedding Court
Grey Goose Farm Lodge	Newcastle Club	Cannon Lodge
Newcastle Inn	KwaLanga (Dannhauser)	Phumula Nathi Motel

Amajuba also offers support services that tourists require when visiting an attraction. These include, amongst others:

- Banking and finance
- Health services
- Safety and security
- Legal services
- Tourism information
- Tourist infrastructure
- Transport infrastructure
- Restaurants and entertainment

MONUMENTS AND THEIR SIGNIFICANCE

The Battlefields region is considered the biggest tourism asset in Amajuba. It is the only tourism region as determined by TKZN that falls within Amajuba and therefore it receives the most exposure by TKZN. However, it must be noted that the three most visited and renowned battlefields sites (Rorkes Drift, Isandlwana, and Blood River) fall outside of Amajuba. Amajuba's sites revolve around the first Anglo-Boer war otherwise known as the Transvaal War of Independence. The sites include the following:

In Newcastle LM:

1. Town Hall- this National Monument was built in 1897 in Scott's Street to commemorate the Diamond Jubilee of Queen Victoria. Today it houses the office of Tourism Newcastle
2. St Dominic 's Pavilion –Also a national monument, this elegant building dating back to 1916 was designed as skating rink and was used for social events
3. Hilldrop House – It was once king of Solomon Mines Author H. Rider Haggard it's a national monument the house now is a 4* B&B with 26 private suites
- 4 The Armoury
- 5 The Military Cemetery (in the centre of old Town Cemetery

In **Utrecht** itself there are:

- 11 The Old Parsonage & Museum
- 12 The Dutch Reform Church – A national monument built in sandstone with Oregon eaves and pews. The foundation stoned was laid by General Piet Joubert ,Commandant General of the ZAR The burger monument of the second Anglo Boer War stands in a church square
- 13 Captain Leo Pokrowsky Monument
- 14 Petrus Lafras Uys Monument
- 15 The Old Residency
- 16 The Uys House one of the oldest buildings in Kwa Zulu Natal dating to 1856 it was the home of Swart Dirki Uys, the first Commandant of Utrecht.
- 17 The Rothman & Shaw Houses –this monument is considered to be among the finest example of national colonial architecture in rural Kwa Zulu Natal.
- 18 The Town Hall
- 19 The "Landrost, Post - en Telegraafkantoor" – Built in 1892 this national monument and museum has period rooms and portrays the border dispute between the former Transvaal and Zululand
- 20 The British Military Cemetery (In the centre of the old town cemetery

ANNUAL EVENTS PROGRAMME

Events are an important element in the marketing of tourism in Amajuba. They offer additional reason to visit a place over and above the traditional tourism products offered. Much of the appeal of events is that they are experiential in nature you have to be there to fully enjoy and experience else the opportunity is lost Amajuba already is host to a number of sporting events due to its central location. This is especially true of junior and school events. Several club events, arts events and heritage events are also organized annually.

Annual events held in Amajuba:

Table 64: Events Calender

Name of the Event	Description
Chelmsford Challenge Dannhauser	Open Water Swimming at Ntshingwayo Dam- January
Old Mutual Battlefields 5 in 1	Comrades / Oceans Qualifier- February
Vulintaba Mountain Bikes Series	Mountain Bike Series – February,March,May, and June
Waterside Wimpy Checkers Cycle Challenge	Road Cycling-February
Balele Rally	Massive Ride &Stuns – Bikers games at the Resort-March
Kosmos Festival Utrecht	Market Day & Concert- March
Easter Sunday Music Show	Live Music Performances & DJ-April
Vodacom Winter Festival	4 day Festival including live performances, agricultural exhibits, arts& craft, – April
Newcastle Air show	Aviation - Tourism Attraction – May/June
Siyabonga Nkosi Challenge Cup	Soccer Challenge – June
Newcastle Memel Walk	50 km Run/ Walk relay from Free State to KZN- August
Drag Racing	Blackrock Casino - August
Art in the Park	Art & Craft Exhibition September – Carnegie Art Gallery
Motor and Outdoor Festival	This is an annual fundraiser for Drakensberg Primary School -September
Dragon Festival	Chinese Dragon Boat Racing and Music Show - September
St Dominic's Bundu Bash Balele Game Park - Utrecht	Run/Ride/Swim/Amble-October
Summer Explosion Amcor Dam	Live Music Performances & DJ's -October
Amajuba Rainbow Show	Art and Culture event -October
Mo Fest	Music Festival in aid of Testicular Cancer - November
Comedy Show	Different comedian entertain the audience in close setting -December
Amcor Dam Festival	Live Music Performances & DJ's - December

10.12.4 Programmes and Projects

Through workshops, the following 20 projects were established as priority projects:

Table 65: priority programmes and projects

1) Marketing – tourism growth & development (demand)
1.1.1) Develop tourism packages and incentives targeted at businesses, schools, sports associations and clubs.
1.1.3) Promote MICE venues and packages in businesses and government in and outside of Amajuba.
1.2.1) Relocate and refurbish the tourism info centre in Newcastle and Utrecht, with satellite stations at strategic locations.
1.2.3) Contract web designers to design and maintain an Amajuba Experience type website, and similarly to develop and maintain current municipal websites. Launch a social media marketing program.
1.3.1) Develop a Brand for Amajuba.
2) Product Development and Planning
2.1.2) Establish a district events strategy, including identification of 5 new large events, in order to manage and co-ordinate events.
2.2.3) Heritage: Implement findings of the SiVest 2005 Battlefields infrastructure upgrade plan, including maintenance agreement. Solve access problems surrounding land ownership.
2.2.12) Amajuba dams revitalisation project which aims to improve infrastructure at 5 dams across Amajuba.
2.3.3) Arts&Culture: Relocate and expand Carnegie Art Gallery premises.
2.4.2) Lobby for grants from provincial treasury for upgrade of Newcastle Airport, in conjunction with LED and Newcastle LM.
3) People in tourism
3.1.1) Improve access to tourism products for accessibility challenged visitors.
3.1.2) Improve implementation of the Tourism Grading council's star grading system in Amajuba and Encourage Service excellence.
3.2.3) Ensure ongoing business support for SMMEs
3.2.7) Establish permanent crafters stalls at tourism nodes/sites and make provision for crafters at events, as well as establishing regular crafting events.
3.3.3) Develop programs to improve tourism awareness & understanding amongst learners, students, the media and communities.
4) Policy, strategy, governance, research & knowledge management monitoring & evaluation
4.1.1) Increase local municipality tourism budgets significantly, and review the district tourism budget and lobby for a dedicated tourism official at Dannhauser and Utrecht local municipalities.
4.1.2) improves the operation of the Amajuba Tourism Forum and gain buy-in from all LMs for the tourism institutional structure.

The projects that were completed

- Amajuba events S strategy has been developed
- A Brand for Amajuba has been developed
- The Amajuba Tourism Forum has been improved and it has gain the buy in from all LM and the tourist institutional Structure

Amajuba has six priority projects

The following project designs provide further implementation information for 6 of the priority 1 projects.

1. Relocate and refurbish the tourism info centre in Newcastle and Utrecht, with satellite stations at strategic locations.
2. Develop a Brand for Amajuba.
3. Establish a district events strategy in order to manage and co-ordinate events.
4. Amajuba Dams Revitalization Programme which aims to improve infrastructure at 5 dams across Amajuba.
5. Improve implementation of the Tourism Grading council's star grading system in Amajuba and Encourage Service excellence.
6. Conduct research in order to understand Amajuba's current tourism market segments, and the economic impact of all tourism products, including events.

10.12.5 SWOT Analysis for Amajuba District

The following tables list the strengths, weaknesses, opportunities and threats in Amajuba.

Table 66: Tourism SWOT

Strengths
<ul style="list-style-type: none"> A 'Town within a Game Park'
<ul style="list-style-type: none"> Chelmsford Nature Reserve – 2nd most visited dam in KZN Amajuba is home to Birdlife Northern Natal and has several important bird species. A variety of nature based private lodges and activities such as hiking and fishing. Network of roads and location that is very central to Durban, Gauteng and Bloemfontein. Mountainous areas surrounding Amajuba to the east and west are very scenic. Several active sports clubs, and sportsmen in Amajuba who co-ordinate events constantly at a range of good venues. 2 museums and an art gallery (third largest in KZN) with dedicated curators. Several large events attract thousands of people to Newcastle yearly. An excellent system of tourism routes that are well sign posted and spatially varied. Twin cities programs in Utrecht and Newcastle Many B&Bs and lodges providing accommodation options. Also several conference and function venues with more popping up all the time. Thousands of business visitors a year. Strong district tourism organizations: Assistant Director of Tourism, Amajuba Tourism Forum
Weaknesses
<ul style="list-style-type: none"> Historical association of the district as a mining and industrial centre Run-down of tourism attractions – particularly Battlefields sites; arts and crafts sites; birding; and nature reserve sites. Lack of capacity of tourism attractions – particularly accommodation facilities at Balele, Drakensberg Foothills, and Chelmsford. Lack of tourism attractions –no major draw-card attraction. Lack of signage along the N3 and N11. Much of the land and attractions fall onto private land, often farm-land which makes creating and maintaining attractions difficult. Road infrastructure – several regional roads are not up to standard Art gallery does not have enough space to operate properly and is hidden in the center of town. Township tourism route is not functioning properly due to lack of demand. Accommodation places do not cater adequately for business visitors. Lack of recreational areas and activities in Newcastle. Low standard tourism information Centre hidden in the center of town, no tourism information Center in Utrecht. Low capacity local municipality tourism organizations and departments. Failure to market the Black Rock Hotel and casino appropriately
Opportunities
<ul style="list-style-type: none"> Establishment of tourism attractions at Ncandu and Drakensberg Foothills, including Vulintaba Resort Upgrading and increased capacity of the N11 Development of the N11 as a tourism route linking Ladysmith to Newcastle and beyond. Targeting and attracting, national, provincial and regional sporting events. Creating further adventure tourism routes such as 4by4 and biking routes. Promotion of Amajuba's birding spots through BLNN. Agency to take over management of Balele Game Park in July 2012. Equestrian sport – including bush racing. Arts and culture – unique crafting and art work being produced and collected, Lucky Dube's grave and daughter A host of famous people who come from Newcastle. Agricultural Tourism Functions and conferences DEDT project that plans to upgrade municipal airports across KZN Camping facilities, opening up new tourism areas. Links to Wakkerstroom via Zaaihoek dam, due to the new road. As well as links to Memel and Vrede.
Threats
<ul style="list-style-type: none"> Continued run-down of sporting facilities such as the swimming pool. A lack of communication with the Free State leads to continued degradation of the R34.

<ul style="list-style-type: none"> • Possibility of mining in the D96 valley and throughout a large portion of Emadlangeni.
<ul style="list-style-type: none"> • Decreasing visitor numbers to Battlefields across the province.
<ul style="list-style-type: none"> • The art gallery does not get a new space and lack of promotion leads to continued drop in production of local crafters and artists.
<ul style="list-style-type: none"> • Further degradation of Dannhauser and Utrecht towns.
<ul style="list-style-type: none"> • Lack of resources for marketing leads to insufficient demand for attractions, and the image of Newcastle as a mining town remains unchanged.
<ul style="list-style-type: none"> • Poor demand for tourism attractions in Amajuba and increased competition
<ul style="list-style-type: none"> • Airport upgrade leads to business men spending shorter time in Newcastle
<ul style="list-style-type: none"> • Continued inequality in demand between Newcastle town, and Madadeni and Osizweni leads to the closure of many SMMEs and lack of transformation in tourism.

POSSIBLE FUTURE TOURISM INVESTMENT

The Amajuba Dam revitalisation programme

Amajuba is planning a Dam revitalisation programme which will help sustain the dams and also make sure that it attracts the large number of tourist. Amajuba is planning to revitalise the 5 Dams around Amajuba .currently Chelmsford nature reserve and a Balele game park attracts the highest amount of leisure visitors. The majority of these visitors are local but there are visitors from outside Amajuba, especially over the holidays and during events. Both reserves, however, are in need of upgrades and especially an increase in accommodation as they have to turn people away over the summer months. Furthermore, Zaaioek dam is beautiful but is not developed. Tom Worthington dam has a few service providers but is lacking in infrastructure. Amcor and Trim Park could also be revamped to better host events. These dams have the potential to unlock events, adventure and sports tourism opportunities.

Each of the dams is unique in their level of tourism potential and development. The following projects have been suggested as part of the dams revitalization programme.

- Introduce camp-sites and security at Zaaioek Dam.
- Increase accommodation capacity at Chelmsford Nature Reserve.
- Increase accommodation capacity at Balele Game Park and provide support for its impending change in management and upgrade.
- Introduce and upgrade of info lapha boards, ablutions and picnic sites and other infrastructure at Balele Game Park, Chelmsford Nature Reserve, Zaaioek Dam, Amcor Dam, Trim Park (Newcastle), Tom Worthington Dam (Hattingspruit – Dannhauser).
- It is vital that this infrastructure upgrade includes sporting, fishing and birding infrastructure in collaboration with the appropriate clubs.

- **Challenges**

It is difficult to measure the contribution of tourism to the district economy as GVA from the tourism industry is spread across a number of other sectors. However, catering and accommodation within Amajuba contributed 0.6% to total GVA in 2010. This is expected to be only a portion of the total GVA generated from the industry. The contribution of this sector to total employment is 1.5%, which equates to approximately 1290 employed persons.

Further constraints to the sector include:

- a) Historical association of the district as a mining and industrial centre;
- b) Lack of coordinated promotion of the region and attractions offered;
- c) Run-down and lack of tourism facilities;
- d) No specific draw-card attraction to make the district a priority for tourists;

- e) Lack of sufficient signage along the N3 and also within the district to promote tourism facilities and attractions;
- f) Loss of tourists to larger tourist attractions such as the Durban beachfront, Drakensberg Mountains, and the north and south coast.

- **Investment Opportunities**

- (i) Establishment of extension services for natural attractions such as the Ncandu and Chelmsford Reserves at the foothills of the Drakensberg, as well as historical attractions including battlefields
- (ii) The development of the N11 as a possible dual carriage toll road will be key in the future success of the development of the battlefield sites.
- (iii) The role of marketing and tourism campaigns would play a key role in creating long-term sustainable tourism development for the area. With such limited tourism to the area there is an opinion that domestic tourism marketing could build an 'exploration' brand for the domestic market. The concept of developing and branding a 'tourism route' for Amajuba is one that should be explored as a means of linking Gauteng with key tourism areas in KZN via Newcastle.
- (iv) The KwaZulu-Natal Government and the Amajuba District Municipality in collaboration with the KwaZulu-Natal Tourism Authority should be primarily responsible for promoting the planning arenas as a destination (i.e. generic marketing). This needs to take the form of, *inter alia*, websites, brochures, booking facilities, information offices, trade fair promotions and internet marketing.

11 INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY

11.1 Water and Sanitation

Newcastle and Amajuba municipalities are both Water Services Authorities with Amajuba serving Emadlangeni and Dannhauser municipal areas and Newcastle being responsible for its own municipal area. Both municipalities make use of uThukela Water as the Water Services Provider. Water Resources

The following data sources were used to compile this section, namely:

- The Amajuba Comprehensive Infrastructure Plan (2009);
- The relevant infrastructural sector plans; Internal monitoring :2014
- The Amajuba NSDP Pilot Project (2009);
- STATSSA's Neighbourhood Survey (2007);
- The Amajuba Baseline Data Study (2005); and
- STATSSA's 1996 and 2001 Cenci.
- Stats SA 2011

It must be noted that the implementation targets used in this analysis have been obtained from the State President's *State of the Nation Address* as well from the Provincial Growth and Development Strategy (PGDS) as obtained from the Department of Local Government and Traditional Affairs, as well as DWAF's revised targets for water and sanitation.

Where possible, the backlog figures for the ADM have been 'benchmarked' against the other three comparable district municipalities.

11.1.1 Status Quo – Water Services

Based on the 2011 Stats SA, the following emerged as a result of numerous projects that are underway within the Amajuba District Municipality.

- 76 % of households have piped water supply either to inside the home or on site
- 17 % of households rely on communal stand pipes.

- 7, 9% of households are reliant on boreholes or springs as opposed to the previous and are reliant on other sources of water. The quality of the water obtained from these sources is unknown and cannot be guaranteed, thus possibly leading to health problems.

While it appears that a large percentage of households have access to sources of water, it cannot be confirmed that these households have access "to a secure source of water for human consumption". Many people have to travel a distance to collect water from a public tap, based on the Basic level of service, the Strategic Framework for Water Services of the Department of Water Affairs and Forestry, September 2003, defines a basic water supply facility as "the infrastructure necessary to supply 25 litres of potable water per person per day within 200 metres of a household and with a minimum flow of 10 litres per minute (in case of communal water points) or 6000 litres of potable water supplied per formal connection per month (in case of yard or house connections)."

- Despite the relatively high level of water provision, the figures hide wide disparities among the three local municipalities.
- Up to 83 % of households with piped water supply either to dwelling or on site are residing in Newcastle Municipality,
- Up to 80 % of households with piped water supply either to dwelling or on site is residing in Dannhauser Municipality, Unauthorized households connections are largely contributing to increased number of households with yard connections.
- Up to 39 % of households with piped water supply either to dwelling or on site are residing in eMadlangeni Municipality,
- While 46% of households in Emadlangeni Municipality are reliant on natural and other water supplies. Almost 13% of households in Dannhauser Municipality are reliant on natural and other water supplies.

Therefore, eMadlangeni has been the most challenged municipality with a water backlog of 41%.

Table 67: Households by access to water

Households by access to water					
Type of access	Year	Newcastle Lm	Emadlangeni Lm	Dannhauser LM	Amajuba DM
Yard Connections	1996	37765	1257	2578	41600
	2001	43886	1947	2798	48631
	2011	71635	2410	10175	84220
Communal Connection	1996	9835	117	4781	14733
	2001	18175	1154	7693	27022
	2011	9347	1260	7595	18202
No access to piped water	1996	6346	1935	7821	16102
	2001	9103	3086	8829	21018
	2011	3290	2581	2669	8540

The 29 MI Hilldrop Reservoirs are supplied through a 700mm steel pipe and 375mm asbestos cement pipe. Water from the Braakfontein reservoirs then feeds the following; Stafford Hill and Madadeni through a combination of various pipe sizes ranging from 800mm diameter to 200mm diameter 6 MI Blaawbosch reservoir that in turn feeds Blaawbosch. The Waterval Reservoir and Ngagane Osizweni Township through a 3.85km long 450mm diameter AC pipe.

The pipeline splits into two lines, one serves the 6MI reservoir at Blaawbosch and the other serves the 2MI tower at Osizweni. The Hilldrop reservoirs feed the Newcastle CBD, the suburbs and industrial areas. The JBO Node is fed from the Braakfontein reservoirs. The average consumption for the whole of Newcastle is estimated at 75ML/day. The consumption figures from the

Braakfontein reservoirs are about 46 Ml/day. The Braakfontein reservoirs therefore have adequate capacity for future expansion. The total unaccounted for water is very high and averages about 36%. Once this is addressed, additional capacity can be realized. The increase in demand for the townships of Madadeni, Osizweni, Stafford Hill and Blaawbosch including the Newcastle West area is necessitating the need for an additional 20Ml reservoir at the Hill drop reservoir site including an additional 45Ml reservoir for the Braakfontein reservoir site. The infrastructure in Newcastle East is in a fairly good condition which is more than what can be said about the condition of water infrastructure in the Newcastle West area which is mainly the CBD and surrounding suburbs.

The area has aging asbestos networks which are resulting in high maintenance costs. The estimated capital investment required for this is in the order of R500 million rand. Investigations also need to be carried out in how to improve the pressure management in the Arbour Park, Lennoxton areas where low pressures are being experienced. A new pumping main from Ngagane Plant to Braakfontein Reservoirs is needed. The existing two lines do have sufficient capacity for the medium term but require maintenance and to decommission one line to carryout repairs will result in inadequate supply owing to the insufficient storage capacity at Braakfontein reservoirs.

Access to water is one of the key challenges facing Dannhauser Municipality as a substantial amount of people do not have access to decent water in accordance with the standards as set by the Department of Water Affairs. This is confirmed by the outcome of Census 2011 that indicated that only 19.5% of the population in the municipal area have piped water inside dwelling. Nonetheless, the Amajuba Water Services Development Plan (WSDP) through the drought relief programme has implemented some standpipe projects in the areas of Steildrift (Annievale, Kiel Keel and Nelly valley), Emfundweni, Fairbreeze, Eastbourne Farm Extension and Ubuhlebomzinyathi.

The programme was aimed at giving these communities purified water as a temporary measure and a relief as some of the boreholes were dry due to drought. These areas are still to be covered for the long-term supply. There are also several boreholes situated in the eastern part of the municipal area. The spread of these boreholes in the Dannhauser Municipality is encouraged by the lack of bulk water supply in that part of the municipality. The capacity of the available bulk water infrastructure has not yet been established or the number of water licenses obtained for the extraction of water from the existing boreholes.

Emadlangeni Municipality also faces challenges with bulk water supply. There are several boreholes situated in the eastern part of Dannhauser Municipality some of these are used by the population in Emadlangeni Municipality. The spread of these boreholes in the Dannhauser Municipality is encouraged by the lack of bulk water supply in that part of the municipality. The capacity of the available bulk water infrastructure has not yet been established or the number of water licenses obtained for the extraction of water from the existing boreholes or the dams.

11.1.2 Status Quo – Sanitation Services

According to the STATS SA (2011), about 54% of the households in Amajuba DM area have flush toilets that are connected to a sewerage system of some type, an improvement of 7% since 2007 stats. The 2011 figures also indicate only 3.0% of households in the ADM do not have any form of sanitation.

There are, however, wide variations within the district.

- 51% of households in the eMadlangeni municipality do not have access to any form of toilet ie: pit with no ventilation, other (home built or none)
- 63 % of households within the Dannhauser municipality are below the basic level of service (backlog).
- Out of the three municipal areas, the highest level of service is found in Newcastle Municipality, where over 73% of households have either flush or chemical toilets or pit latrines.

While the statistics reflect that a substantial proportion of the households in the ADM have adequate sanitation, it has, however, been noted that analyses done within wards, are faced with unhygienic conditions due to pit latrines and are not ideal and many of them are full, thereby exacerbating the problems associated with poor sanitation.

However, with Amajuba DM been the Water service authority for Dannhauser LM and Emadlangeni LM, it must be noted that an Internal backlog monitoring database is also used to measure Infrastructure Service deliver for water and sanitation a on a ward based level.

As at 2013/14, Amajuba DM WSA is currently reviewing the WSDP with data (2011Stats) and verification is planned to be finalised by November 2014. Implementation plans for Amajuba District Municipality have indicated a substantial reduction in Sanitation backlogs since 2011 onwards with the Buffalo flats and Emadlangeni Sanitation projects been implemented .

According to Amajuba DM WSA, No buckets system currently exists within the Dannhauser and Emadlangeni Local municipalities

Figure 34: Access To Water And Sanitation For Newcastle ,Dannhauser & Emadlangeni LM's

AMAJUBA DM :STATS SA -2011 -WATER AND SANITATION SERVICES											
Newcastle LM	H/Hs	%	Dannhauser LM	H/Hs	%	Emadlangeni Lm	H/Hs	%	AMAJUBA DM	TOTAL HHS	%
Total Households	84272			20438			6251		Total Households	110961	
PIPED WATER			PIPED WATER			PIPED WATER			PIPED WATER		
In Dwelling	42127	50%	In Dwelling	3988	20%	In Dwelling	1689	27%	In Dwelling	47804	43%
In Yard	29508	35%	In Yard	6186	30%	In Yard	721	12%	In Yard	36415	33%
Communal < 200m	6160	7%	Communal < 200m	6238	31%	Communal < 200m	668	11%	Communal < 200m	13066	12%
Communal >200m <500m	2139	3%	Communal >200m <500m	1064	5%	Communal >200m <500m	358	6%	Communal >200m <500m	3561	3%
Communal >500m <1000m	560	3%	Communal >500m <1000m	242	1%	Communal >500m <1000m	149	2%	Communal >500m <1000m	951	1%
Communal >1000m	485	1%	Communal >1000m	47	0%	Communal >1000m	86	1%	Communal >1000m	618	1%
No Access	3290	4%	No Access	2669	13%	No Access	2582	41%	No Access	8541	8%
										0	
WATER SOURCE			WATER SOURCE			WATER SOURCE			WATER SOURCE	0	
Borehole	2235	3%	Borehole	2976	15%	Borehole	1324	21%	Borehole	6535	6%
Water Scheme	75726	90%	Water Scheme	14726	72%	Water Scheme	1832	29%	Water Scheme	92284	83%
Rain Water Tank	274	0%	Rain Water Tank	155	1%	Rain Water Tank	88	1%	Rain Water Tank	517	0%
Spring	543	1%	Spring	298	1%	Spring	480	8%	Spring	1321	1%
Dam/Pool/Stagnant	169	0%	Dam/Pool/Stagnant	91	0%	Dam/Pool/Stagnant	285	5%	Dam/Pool/Stagnant	545	0%
River/Stream	311	0%	River/Stream	174	1%	River/Stream	1123	18%	River/Stream	1608	1%
Water Tanker	2410	3%	Water Tanker	1558	8%	Water Tanker	906	14%	Water Tanker	4874	4%
Water Vendor	306	0%	Water Vendor	146	1%	Water Vendor	77	1%	Water Vendor	529	0%
Other	2295	3%	Other	312	2%	Other	137	2%	Other	2744	2%
No Access	3290	4%	No Access	2669	13%	No Access	2582	41%	No Access	8541	8%
										0	
SANITATION			SANITATION			SANITATION			SANITATION	0	
Sewerage	47034	56%	Sewerage	2342	11%	Sewerage	1784	29%	Sewerage	51160	46%
Septic	1704	2%	Septic	279	1%	Septic	289	5%	Septic	2272	2%
Chemical	3981	5%	Chemical	2134	10%	Chemical	759	12%	Chemical	6874	6%
Bucket	686	1%	Bucket	32	0%	Bucket	35	1%	Bucket	753	1%
Pit: with ventilation	7836	9%	Pit: with ventilation	1933	9%	Pit: with ventilation	136	2%	Pit: with ventilation	9905	9%
Pit: no ventilation	18914	22%	Pit: no ventilation	12786	63%	Pit: no ventilation	2016	32%	Pit: no ventilation	33716	30%
Other	1815	2%	Other	316	2%	Other	278	4%	Other	2409	2%
None	2298	3%	None	620	3%	None	956	15%	None	3874	3%

Source: STATSSA, 2011

The figures generated from the Amajuba Internal backlog figures (2013/14) are more accurate than the above and differ slightly and are based on current implementation plans.

Table 68: Households by access to sanitation

Households by sanitation service type					
Type of access	Year	Newcastle Lm	Emadlangeni Lm	Dannhauser LM	Amajuba DM
Waterborne/ Chemical	1996	36470	1044	1865	39379
	2001	44188	1800	3301	49289
	2011	52719	2832	4753	60304
Pit latrine	1996	17413	687	13096	31196
	2001	23806	2030	14694	40530
	2011	26270	2151	14717	43138
Bucket latrine	1996	241	37	44	322
	2001	460	34	74	568
	2011	688	36	33	757
None	1996	875	1565	453	2893
	2001	2710	2324	1251	6285
	2011	2298	956	620	3874

Source: STATSSA, 2011

Generally, Dannhauser Municipality is poorly provided with sanitation facilities, as approximately 6.6% of its households do not have access to sanitation facilities. Rural settlements (66% of households) use pit latrines for sanitation purposes while most commercial farms have on-site septic tanks. Sewer system is concentrated mainly in town, but the infrastructure in this regard is old and requires upgrading and maintenance.

11.1.3 Water Services

Table 69: Water Distribution

DISTRIBUTION (%) - WATER		
STANDARDS	DANNHAUSER	EMADLANGENI
Below basic level of services (backlog)	18	76
Basic level of service	74	13,2
Above basic level of service	8.0	17.0
Total	100.0	100.0

Source: Amajuba Internal backlog monitoring database, 2010

The Amajuba Internal backlog monitoring database indicates that the following has emerged in terms of access to water within the Amajuba WSA area of jurisdiction: refer to table 28. The figures generated from the Amajuba Internal backlog figures (2013/14) are more accurate than the above and differ slightly. Positive outcomes for Dannhauser are as follows:

- Backlog data has improved from a 73.5% backlog in the 2005 to a 18% backlog which is as a result of several reticulation projects on the Buffalo Flats;
- Households enjoying basic levels of services have also improved from 19% in the 2005 backlog study, to 74 %.
- Households above the basic levels of service have remained unchanged at 8%.

The figures for the eMadlangeni municipality have largely remained unchanged over the past year. The situation will, however, improve with the construction of the eMadlangeni bulk pipe line and the implementation of several DWA Boreholes programs that have been underway during the current financial year. In addition to the approval of the MWIG

allocation, Water resources development plan been approved for implementation and this would contribute to the reduction in backlogs within eMadlangeni LM over the next two years .

In terms of the finding of the Baseline Data Study, eMadlangeni is currently the most challenged municipality with a backlog of 76%. In 2001, Dannhauser was the most challenged municipality with a backlog of 73% of households with no water connections and this has been reduced to 18% as at 2013/14.

Newcastle on the other hand is the municipality with the highest percentage of households with water connections.

11.1.3.1 The Revised Water Services Development Plan

The original Amajuba WSDP, which was prepared in April 2003, proposed a capital expenditure on water service projects of R125 million for the period up to and including the 2004/2005 financial year. The original Amajuba WSDP, which was prepared in April 2003, proposed a capital expenditure on water service projects of R125 million for the period up to and including the 2004/2005 financial year. Amajuba is continuously reviewing the WSDP to align the Data to stats SA (2011) and the changing circumstances. Attached as Annexure C is the Water Services Development Plan as per revised version from DWA.

11.1.3.2 Addressing the Backlogs

It is now, as of 2013/14, estimated that R433 million is required to eradicate the water and sanitation by 2014/15 in line with revised targets as follows:

- R66.9 million for the Buffalo Flats;
- R7 million for the eMadlangeni bulk line; and
- R85 million for reticulation of the eMadlangeni rural
- R32 Mill Replace 30 years + raw water feed line from Ntshingwayo to plant
- R52 Mill for Water Conservation water demand Mgt .
- R91.7 million for sanitation

This means that in order to meet the targets set for the eradication of water backlogs, an estimated R81 million is needed per annum for the period until 2015.

The following table illustrates the total funding needs for backlog eradication, upgrading and refurbishment of bulk systems for water and sanitation for the Amajuba DM WSA (Dannhauser and eMadlangeni LM's).

Table 70: Water and Sanitation cash flow projections

Cash flow required to eradicate water and sanitation backlogs within the national target timeframe in Amajuba WSA situation 2013/14	DWA Basic Level of Service			
	Water Backlogs		Sanitation Backlogs	
	No HHs	R	No HHs	R
Emadlangeni	5 194	85 400 000	4 635	32 708 216
Dannhauser	3 760	66 900	12 528	59 007 812
Sub – Total	8 954	152 300 000	17 163	91 716 028
Total backlog for basic water and sanitation services	R 244 016 028			
Backlog for bulk water supply – Emad Bulkline Cathodic port	R 7 000 000			
Refurbishment and/or upgrading of WTW's – Dannhauser LM	R 85 669 242			
Refurbishment and/or upgrading of WTW's – Emadlangeni LM	R 12 694 242			
Replace 30 years + raw water feed line from Ntshingwayo to plant	R 32 000 000			
WCDD Management: Dannhauser	R 52 000 000			
Total for water and sanitation backlogs	R 433 379 512			
MIG allocation for 2013/14	R 47 462 000			
MWIG allocation for 2013/14	R 10 485 000			

When considering the capital cash flow required in order achieving the national target date of 2014/15 for water and sanitation, it may be concluded that the ADM will not be in the position to meet the target, specifically when considering the present level of capital funding provided by the MIG programme.

Anticipated Funding Allocations

When considering the present level of funding available through the MIG & MWIG programme as the only funding source, the complete eradication of the water services backlog in the WSA area of jurisdiction will not be achievable by 2014 as per the millennium goals as stipulated within national guidelines. This excludes possible customer growth in this timeframe.

The following scenarios are described below in order to find the most economic viable solution for eradication of backlogs within a reasonable timeframe.

This scenario describes the shortfall in cash flow of R49 million in orders for the municipality to eradicate backlogs by 2017.

Figure 35: Capital funding cash flow scenario (2012 – 2017)

Cash flow required to eradicate the water services backlog within the national target timeframe	Total Capital Requires	FY12/13	FY13/14	FY14/15	FY15/16 (Estimate)	FY16/17 (Estimate)	Remaining Funding Requirements	Years to Complete
Water	R 152 300 000	R 0	R 31 163 194	R 26 000 192	R 26 188 021	R 68 946 593	R 0	5
Sanitation	R 91 716 028	R 0	R 32 268 806	R 34 727 808	R 40 944 813	R -16 225 399	R 0	5
Total	R 244 016 028	R 0	R 63 432 000	R 60 730 000	R 67 132 834	R 52 721 194	R 0	5
MIG Allocation	R 172 331 018	R 0	R 47 462 000	R 41 650 000	R 41 623 000	R 41 596 018		
MWIG Allocation	R 42 350 000	R 0	R 10 485 000	R 12 040 000	R 19 825 000			
Available MIG for waters (At approx. 100% of the total MIG allocation)	R 194 856 018	R 0	R 57 947 000	R 53 690 000	R 41 623 000	R 41 596 018		
TOTAL COMMITTED FUNDING	R 194 856 018	R 0	R 57 947 000	R 53 690 000	R 41 623 000	R 41 596 018		
Balance of funding allocations	R -49 160 010	R 0	R -5 485 000	R -7 040 000	R -25 509 834	R -11 125 177		

The following table summarises the total water investment needs.

Table 71: Total Water Investment Needs (Rmill) As At Jan 2014-Onwards

Funding required to eradicate water backlogs within the national target timeframe in Amajuba WSA 2013/14	DWA Basic Level of Service	
	Water Backlogs	
	(No HHs)	Amount (R)
Emadlangeni	5194	85 400 000
Dannhauser	3760	66 900 000
Sub-Totals	9 785	R 152 300 000
Bulk water supply-- eMadlangeni Bulk		R 7 000 000 ¹
WCWD Management : Dannhauser		R52 000 000
Refurbishment and/or Upgrading of WTWs-NDH		R 85 669 242 ²
Refurbishment and/or Upgrading of WTWs - Emadlangeni Lm		R12 694 242
Replace 30 years + raw water feed line from Ntshingwayo to plant		R32 000 000
Total for water backlogs		R 265 969 242

Over and above the R152.3 Million planned for backlog eradication, an additional R188 mill is required for Water Conservation, upgrade and refurbishment of water treatment plants that would enhance the backlog eradication and ensure effective water supply within the District.

There are a number of constraints impacting on the ability of municipalities to deliver infrastructure services. These constraints include the following:

Table 72: Constraints That Impact On Service Delivery

KEY ISSUE	DESCRIPTION
Lack of municipal infrastructure policies	<ul style="list-style-type: none"> Acceptable service levels: Most of the communities opt for higher services levels that later result in a burden of maintenance and operations. The use of infrastructure asset management principles: Infrastructure life cycle management is not utilised.
Lack of adequate infrastructure information and infrastructure	<ul style="list-style-type: none"> Historic backlogs: Historic backlogs are not determined and are not time referenced. Inaccurate information and OLD information tabled on the backlogs Increasing needs due to migration and growth in population numbers, thus increasing and decreasing backlog in specific areas. Integrated communities with different service levels (differentiating between basic levels of service and higher order services)
Deterioration of existing infrastructure	<ul style="list-style-type: none"> Significant water losses Limited conservation and demand management Pollution of rivers and dams Poor or no maintenance Unauthorized water connections /Water Conservation water demand
Institutional arrangements	<ul style="list-style-type: none"> Poor or no maintenance Lacking municipal institutional arrangement Lack of suitably trained staff (or very few staff in the technical departments) Limited or no service quality monitoring (e.g. drinking and effluent water quality, etc)
Funding and financial issues	<ul style="list-style-type: none"> Metering (either pre-paid or conventional) of water and energy consumption Lack of revenue, indigent policies and enforcement Private sector investors and lenders not attracted to invest in infrastructure roll-out MIG Cashflow constrains is directly attributable for the adverse implementation of the Water and sanitation projects.

WSDP REVIEW 2011

- As at 2013/14, Positive outcomes for Dannhauser are as follows:
- The figures generated from the Amajuba Internal backlog figures 2013/14) are more accurate than the 2011 STATS SA and differ slightly , due to the timing and projects been implemented within the WSA .
- Backlog data has improved from a 73.5% backlog in the 2005 to a 18% backlog which is as a result of several reticulation projects on the Buffalo Flats;
- Households enjoying basic levels of services have also improved from 19% in the 2005 backlog study, to 74 %.
- Households above the basic levels of service have remained unchanged at 8%.

RATE PER ANNUMS (%)

The WSDP for 2012/13 integration The 2011 STATS SA data has not yet been adopted due to the WSDP been re-aligned to the current status Quo. The overall water backlog within the DM has reduced by approximately 8% p.a.

In order to eradicate the backlogs, the ADM submitted Business Plans and has subsequently received DWAF /MIG approval for the following: (there were 601 Households planned to be served during the 2012/13 Fin year. The projected backlog as at June 2013 is 3990 Households without access to water)

Table 73: Dannhauser LM estimated Backlogs

Ward	Total N° on HH	Water Backlog	
		N° of HH	Percentage
1	1986	685	34%
2	1995	652	33%
3	1902	1361	72%
4	1576	55	3%
5	1461	388	27%
6	1842	55	3%
7	1562	21	1%
8	1932	226	12%
9	2265	113	5%
10	2663	104	4%
11	1616	100	6%
Total Backlogs	20800	3760	18 %

Current projects

- Massification programme : COCGTA FUNDED : R 4000 000 (Completed)

The purpose of the programme is to address the 75% water losses being experienced within the Emafusini settlement. A total of 513 households will experience less interruption in the supply of water with improved pressure management and overall service delivery through the establishment of a call centre where recurring private leaks can be attended to including general complaints and queries from the community.

- Massification programme : COCGTA FUNDED : R 4000 000 (Implementation phase)

The objective of the project is to address the WCWD (water loss) within ward 2- 11 in the Dannhauser LM area, Buffalo flats area. Amajuba DM is currently undertaking a water asset assessment(WCWDM Assessment)and has identified huge water losses within the Buffalo flats area (Dannhauser LM). This is mainly due to network failure ,collapsing infrastructure and it is estimated that approximately 60% of households have unauthorised connections/un –metered connections to the Bulk and reticulation ,therefore an application has been compiled and submitted for MWIG funding in order to reduce the water loss within the Dannhauser LM and will be termed Buffalo flats WCWD Phase 2.

- Buffalo Flats phase one –R24 774 480 (Completed)

On the 19 October 2006 a planned scope of work was approved to eradicate 3844 households within the buffalo flats area .The water scheme reticulation network will supply water to standpipes located within 200 m of each household and will consist of the following area's : Annievale ,Alleen 1,Allen 2,Nelly Valley and Jessie . The bullets below present a brief status overview on the project:

- Population to be served :27048
- Household to be served :3844
- Costs per household: R6445.00.
- Status: Completed

Table 74: Beneficiaries of Phase 1 Buffalo Flats

Phase1 : Buffalo Flats	Number Households	WARD	Comments
Alleen 1 –Completed	583	7	Completed
Alleen 2-completed	592	7	Completed
Annieville-completed	1501	7	Completed
Jessie-completed	452	6	Completed
Nellie Valley-completed	716	11	Completed
Total Households	3 844		

- Buffalo Flats phase 2 –R34 800 553 (Completion Stage)

On the 15 October 2007 DWAF/MIG approved the provision of basic water services to residents in the buffalo flats area's (Blackbank, Thirst, Fairbreez, Uitkyk, and Rutland). The bulletins below provide an overview on the project:

- Population to be served :26 950
- Households to be served :3850
- Costs per household :R9039.00
- Status : Completion stage

Table 75: Beneficiaries of Phase 2 Buffalo Flats

Phase 2 : Buffalo Flats	Households	Ward	Comments
Blackbank	259	8	Practically complete
Thirst	931	11	Completed
Kielkeel	1207	11	Completed
Fairbreeze	568	9	Practically complete
Uitkyk	123	9	Completed
Rutland	762	6	Completed
Backlog HH eradicated	3 850	4 wards	

- Buffalo Flats phase 3-R83 517 981

On the 12 December 2007 DWAF approved a water scheme designed to provide a basic water service to the remainder of the Buffalo flats as per the WSDP.

- Population to be served : 48 826
- Household to be served :6975
- Status: Construction stage.

This project will complete the water supply for the Buffalo Flats area and provide communal standpipes to approximately 48 826 people (6975 households) within 200 meter walking distance.

Current status as at end of January 2014

Due to MIG Cashflow constraints, construction of the first sections only started during the latter part of the 2009/10 financial year and progress will be limited by the amount of grant funding allocated to the District. Based on the current level of grant funding, the project will be completed by the end of 2015/16 financial year.

The first three sections are complete with five more sections under construction. In order for this project to be completed as per the original scope of work, an AFA estimated at R 35 mill is under planning stage.

The following areas are planned to be addressed:

Table 76: Beneficiaries of Phase 3 Buffalo flats

Phase 3 : Buffalo Flats	HH	Wards	Comments
Goudine	404	1	Design / procurement
Verdriet	1070	1	Design / procurement
Strijbank	360	1	Practical complete
Perth 1	89	3	Design/procurement
Hilltop	343	3	Design / procurement
Mourne	152	3	Design / procurement
Steve Donald	269	3	Design / procurement
Mount Johanna 1	70	3	Design / procurement
Mount Johanna 2	281	3	Design / procurement
Kempshoek	97	3	Design / procurement
Ladybank	454	4	Complete
Perth 2	257	4	Complete
Dorset	153	4	Complete
Curragh	264	4	Complete
Devon	117	4	Complete
Milford	183	4	Complete
Chester	28	4	Complete
Clones	237	4	Complete
Cork	86	4	Complete
Mairic / Uitkyk 2	60	4	Complete
Mullingar	90	4	Complete
Westport	27	4	Complete
Emasimini / Wilts	63	4	Complete
Anandale 2	147	5	Construction Stage
Rooiport	25	5	Construction Stage
Doornsluiten	232	5	Construction Stage
Diepsluiten	30	5	Construction Stage
Poona / Ennis	48	6	Complete
Flint	266	6	Complete
Blaaubank	91	6	Complete
Moy	147	6	Complete
Patricia (Peachhill)	321	6	Complete
Greenock	141	8	Complete
Bluff / Bariff	132	8	Complete
Clifton	67	8	Complete
Cupar	138	8	Complete
Newport	36	8	Complete
Planned backlog to be eradicated	6975	6 wards	

11.1.3.2 Water - Emadlangeni Local Municipality

As at 2013/14, the figures for the eMadlangeni municipality have largely remained unchanged over the past year.

The situation will, however, improve with the construction of the eMadlangeni bulk pipe line and the implementation of several DWA Boreholes programs that have been underway during the current financial year, However a more Sustainable water supply programme is planned under the MWIG allocation.

In addition to the approval of the MWIG allocation, Water resources development plan been approved for implementation and this would contribute to the reduction in backlogs within eMadlangeni LM over the next two years.

In terms of the Amajuba Internal backlog figures 2013/14, eMadlangeni is currently the most challenged municipality with a backlog of 76% in the year 2001.

Figure 36: Estimated backlogs per ward

Emadlangeni Local Municipality			
Ward	Total no of HH	Water Backlog	
		No of HH	%
1	1861	1557	84%
2	1303	349	27%
3	1340	1256	94%
4	2299	2032	88%
Total HH	6803		
Total Backlogs		5194	76%

Current projects

- **The Emadlangeni Bulk water project :R 50 301 800**

On the 11 September 2007 DWAF the provision for a bulk water project pipeline between Newcastle and Utrecht which will make use of excess capacity at the Ngagane Water works, to provide long term infrastructure towards the Newcastle East, including Madadeni, Osiziweni and Amatungwa where significant settlement growth has occurred. The project will utilise the existing 18 km pipeline from buffalo river to Utrecht.

- Joint Agreement :Amajuba DM / Newcastle Local Municipality & uThukela Water (WSP)
- Status :Construction phase three
- Current status as at the end of January 2014

The project is complete and has been commissioned except for the cathodic protection which is required to extend the lifespan of the steel pipeline. The estimated costs to complete the project is R 7 million for which additional funding is required.

The following households have benefited since the commissioning of the project.

Figure 37: Water demand projections

Population and Demand projects					
Settlement/Town	Households	Population	Population	Bulk Supply Design	
	2007	2007	2027	Water Demand	Water Demand
	No	No	No	Kl/day	Kl/day
Johnstown, Newcastle	1 500	10 500	42 000	263	2 520

Leslie, Newcastle	1 151	9 208	14 080	230	845
Jacksalspan, Newcastle	2 261	18 088	25 600	452	1 536
Claremont, Newcastle	993	7 944	10 080	199	605
Witteklip, Newcastle	1 076	8 608	12 800	215	768
Dicks Halt, Newcastle	800	6 400	12 160	160	730
Majorisu, Newcastle	750	6 000	41 200	20	2 472
Soul City, Newcastle	300	2 400	10 500	110	630
Amatungwa, Utrecht	475	3 800	5 118	95	307
Berouw, Utrecht	250	2 000	2 700	50	162
Utrecht Housing (1000 New Sites)	-	-	8 000	-	480
Utrecht Town	270	1 055	4 100	2 200	3 000
Total	9 826	76 003	188 338	3 994	14 054

- **Massification programme : Funded By COCGTA R 1000 000 (Implementation Phase)**

The purpose of the project is to achieve the following:

- Assess and confirm the availability of sustainable water resources with Emadlangeni LM surrounding areas.
- Geographical sitting of boreholes per location, Drilling co-ordination and inspection per location.
- Yield tests co-ordination, inspection and analysis per location.
- Water resources testing and confirmation of water quality for human consumption per drilled area.
- HH's to be served: Estimated: 4312.
- The feasibility will assist the WSA to Secure additional funding in order to eradicate the above mentioned backlogs

Project Underway

- **Emadlangeni Rural water Supply phase1 :R 13 380 000-MWIG PRIORITY**

On the 23 August 2013, DWA reviewed the approved MIG& MWIG funding for the development for water resources within the Emadlangeni area in the Amajuba DM WSA and unconditionally Approved MIG (R 1059750.21) and R 12 230 249 .79 (Under the MWIG allocation respectively). This project is for the supply of a basic water supply to the 36543 people with an estimated 4287 HH's within the Emadlangeni area within the Amajuba DM WSA. Most of the Beneficiaries are of labour tenants are on privately owned farmlands with access to no or little water supply.

- Total project Estimation: R 86 125 895 (Phases Two & Three)

Amajuba DM MWIG

- Phase one : R 13 380 000 :Start : Jan 2014-Funding secured
- Amajuba DM MWIG :DWA REF :07/2013-07KZN
- Phase one : : R 13 380 000.00
- MIG funding spent to date : R 1 059 750.21
- MWIG request : R 12 230 250.001

Funding secured via MIG programme, the ADM has requested DWA to re- direct non utilised funds from MIG to MWIG funding in order to eradicate the backlogs that are long overdue within the Emadlangeni area and meet the deadline.

- No of households to be served : 4287

- Costs per HH : R 2852.00 for ph 1
- 2.Phase two : Networks and reticulation : MWIG application underway
- R 72 745 895.00, to be implemented as ph 2.

Objective:

- To Eradicate Water backlog for Emadlangeni LM: estimated 5194 HH 's.
- Assess feasibility of supplying portable water to the Emadlangeni local Municipality.
- To establish the profile of the beneficiary
- Show economic viability and cost estimate details in order to access MIG/DWAF funds.
- To provide an adequate (survival) and potable water supply for the inhabitants within the Emadlangeni Municipality,
- Institutional sustainability
- To improve the health and hygiene situation in Emadlangeni especially in the disadvantaged communities,
- An initial free basic water supply of 13ℓ/p/d (within 200m of each household)
- Community participation,
- An interim supply measure while more comprehensive water supply programmes are developed.

Proposed Infrastructure:

- New Boreholes: New boreholes will be drilled as last option; the first option will be to use what is already on the site.
- Re-instatement of boreholes: All boreholes that either were not reinstated under previous programmes or which have failed either due to falling groundwater levels or as a result of increased usage through failure of alternative potable water resources will be re-instated.
- Spring Protection: There is a substantial demand to protect springs throughout the region. The potential sensitivity of springs to react to drought conditions has resulted in only high priority, and sustainable springs being considered.
- Small Schemes: Small schemes served by production boreholes or by pipelines from existing networks are often a more cost effective and efficient means of providing potable water. In appropriate circumstances and where a full Business Plan and development programme would delay the provision of potable water, a small low cost scheme will be designed and implemented.
- Dams/Rivers/Streams: This will serve as bulk sources to housing layouts such as Kingsley Housing Project.
- **Turn Around Strategy for interim water supplies by implementing the Water tanker reduction programme/The Emadlangeni Borehole Programme**

This sector has been unable to keep pace with the demand for adequate water services for the rural population. While coverage rates of above basic level and basic level water supply within the Amajuba District WSA are estimated 60 at per cent, about 40 per cent of the total population do not have access to piped water supplies at all. Further, the re-liability in some areas that benefit from piped supplies is decreasing. This situation is compounded by periodic water shortages as a result of over-abstraction from rudimentary water resources and thus resulting to very costly water deliveries via tanker delivery services. Due to limited cashflows allocated for water supply and time constraints, suitable piped water infrastructure will only be constructed by the end of 2016.

As an Interim solution, the Amajuba DM turnaround strategy for the piped water sector has identified a need to assess the areas as follows in order to advance water supply service delivery.

- Establishing a regulatory framework by replacing tanker deliveries with proper sustainable water infrastructure.
- Determining the choice of borehole water, pipe extensions, to communities whilst awaiting the construction of proper water supplies within the Emadlangeni LM.(Considering the Environmental impact and land use plan)

The following table indicates villages and communities that were prioritised in order to drill, build new boreholes and pipe line extensions.

Figure 38: Prioritized villages and Communities for water boreholes

Amajuba DM : EMADLANGENI MUNICIPALITY : WARD ONE BOREHOLE Programme							
Ward N°	Settlement Name	Estimated as per House Count	Number Of Borehole requests	Proposed Improvement		DWA /Allocation	
				Description	Estimated Cost	Completion	Approved
						2011./12	2012/13
1	Balenge	13	1	Hand pump Borehole	75 000		40 000
1	Boschoek 183	32	3	New production Borehole requests	220 000	220 000	
1	Imphophoma	31	2	Hand pump Borehole	105 000		105 000
1	Kemplust	45	1	New production Borehole requests	114 000	114 000	
1	Lembe	32	2	Hand pump Borehole	105 000		105 000
1	Mabaso	98		Spring prot & Pipe Extension	80 000	80 000	
1	Nkonjane	20	1	Hand pump Borehole	105 000		105 000
1	Nzima	102	1	New production Borehole requests	114 000	114 000	
1	Pivaanspoort	15	1	Hand pump Borehole	95 000		105 000
1	Ruigtefontein	14	1	Hand pump Borehole	95 000		105 000
1	Wit Umfolozi	62	2	Hand pump Borehole	105 000		105 000
1	Slagveld	27	1	Hand pump Borehole	75 000		70 000
1	Ncome	22	1	Hand pump Borehole	75 000		70 000
1	Magwaza	37	1	Hand pump Borehole	75 000		75 000
1	Danpoti	25	2	Hand pump Borehole	105 000		105 000
1	Mooihoek	50	2	Hand pump Borehole	70 000		70 000
1	Mandlakazulu	35	1	Spring protection /PipelineExtension	27 000		0
1	Ematshotshombeni	20	1	Hand pump Borehole	35 000		40 000
1	Vukuzakhe	23	1	Spring protection /PipelineExtension	27 000		0
1	Mbanjwana	34	2	Hand pump Borehole	70 000	70 000	
1	Miyazi	12	1	Hand pump Borehole	70 000	70 000	
1	Ngema	9	1	Spring protection /PipelineExtension	27 000		0
1	Myayiza	7	1	Spring protection /PipelineExtension	27 000		0
1	Nxumalo	3	1	Spring protection /PipelineExtension	27 000		0
1	Jakobhusi	27	1	Spring protection /PipelineExtension	27 000		0
1	Goqo	22	1	Spring protection /PipelineExtension	27 000		0
1	Esdakeni	35	1	Hand pump Borehole	35 000		40 000
1	Mlwane	10	1	Spring protection /PipelineExtension	27 000		0
1	Mkhonza	5	1	Spring protection /PipelineExtension	25 000		0
1	Mbathani	25	1	Hand pump Borehole	35 000		40 000
1	Hattingspruit	20	1	Hand pump Borehole	35 000		40 000
1	Malaynini	37	1	Hand pump Borehole	35 000		40 000
1	Dunusa	55	2	Hand pump Borehole	75 000		40 000
1	Thuthuka (borehole dried up)	17	1	Hand pump Borehole	35 000		40 000
1	Mpophomeni	31	1	Hand pump Borehole	35 000		40 000
1	Luthulunye	52	1	New production Borehole requests	70 000	70 000	
1	Magidela	63	1	New production Borehole requests	70 000	70 000	
1	Ndlamlenze	470	3	New production Borehole requests & P	220 000	220 000	
1	Emadlangeni	30	1	Hand pump Borehole	35 000		40 000
1	Gelykwater	35	1	Hand pump Borehole	35 000		40 000
1	KwaMsani	10	1	Spring protection /PipelineExtension	27 000		40 000
1	Dubazana	5	1	Spring protection /PipelineExtension	27 000		0
1	Jonastesh	7	1	Spring protection /PipelineExtension	27 000		0
		1556					0
							0
Total Ward 1		1556			R 2 750 000	R 1 028 000	R 1 500 000

- The refurbishment of Amajuba DM existing water purification plants and bulk infrastructural system

The Dannhauser Local Municipality area has two functioning water treatment works; one in the town of Durnacol transferred from the de-commissioned mines and in the town of Dannhauser. The works requires some refurbishment as well as additional components to meet the demand and DWA national standards for water quality supply.

The Utrecht Local Municipality area has one water treatment works located inside the town of Utrecht. The Utrecht water treatment plant was transferred from Utrecht Local Municipality and requires refurbishment and upgrade to cope with current and future demand.

➤ Refurbishment Option 1:

The capital funding requirements to refurbish and upgrade the three water purification works is **R 116 Mill** for option one ie : refurbishment and upgrade costs are made up per works as set out in the table below.

The proposed bulk regional water supply scheme will comprise of the following:

1. Water will be sourced from the Ntshingwayo Dam and the capacity must be assessed to cope with the 20 year projection.
2. Upgrading of the raw water bulk supply to the Durnacol and Dannhauser Raw water treatment plants.
3. Upgrade the Durnacol and Dannhauser Water treatment plant in order supply the existing Household and future demand projections.

Construct regional Water scheme to supply the Buffalo flats and balance of Dannhauser LM

Table 77: Amajuba WPP Cost estimates

Amajuba Water Purification Plants	
Name of the Plant	Cost
Durnacol WPP & Bulk Water Services	R 27 989 280
Dannhauser WPP & Bulk Water Services	R 43 844 605
Replace 30+ raw water feed line from Ntshingwayo to Plant	R 32 000 000
Utrecht WPP & Bulk Water Services	R 12 694 242
Total	R 111 528 127

➤ **Refurbishment Option 2:**

This option provides for the development of a regional scheme for the entire district, but has the benefit that the smaller plants in Dannhauser and Utrecht will close. This option is more expensive than Option 1, but has the benefit of economy of scale and the selling of water to Umzinyathi DM. It will also provide for upgraded water supply to Hattingspruit.

Table 78: Proposed Regional Water Scheme (Option 2)

Proposed Regional Water Scheme	
Description	ADM portion
Upgrade Ngagane WTW	R 20 000 000
Pump station	R 4 500 000
Rising main to Dannhauser	R 14 850 000
Reservoir	R 5 625 000
Gravity main to Dannhauser & Durnacol	R 4 800 000
Gravity main to Annievillie Reservoir	R 19 600 000
Gravity main to Hattingspruit	R 3 600 000
SUB-TOTAL	R 72 975 000
Add: Upgrade Utrecht WPP& bulk water services	R 12 694 242
TOTAL	R 85 669 242

• **Durnacol Water Purification Plant:**

The estimated costs of the work identified for the Durnacol water purification plant is tabulated below:

On the 27 July 2012,DWA approved the National Transfer Programme that funded DURNACOL WTP with R 2,648,660.00

Planned completion: May-June 2013

The aim of this business plan: To refurbish the Durnacol WTP as follows:

- To address the infrastructure repair needs to ensure that all the components of the water works will be able to function as the original design.

- To refurbish the plant to meet the future demand.
- To address the operational personnel needs to ensure that the water purification works are operated and maintained effectively and compliance with the relevant regulations.
- To improve the condition and status of the existing water treatment works in the Amajuba WSA area.
- To help ensure compliance of the WTW with respect to the legislation as set out in Water act of 1998.
- To help ensure that the WTW can achieve Blue Drop compliance

In addition to the outcomes of this project, water services will not only serve the existing households, but the refurbishment will also enhance the growth factor as there is currently a new provincial hospital and additional 1000 new low cost housing planned within the Dannhauser LM /Durnacol area .

Table 79: Durnacol WPP cost estimates and status

No	Description	Current value	Comments
1	Upgrade of dosing system, floc chanal (pipework, bulk tank)	R 1 191 300	Implementation
2	Extra pressure filter to be installed	R 438 900	Implementation
3	Clarifyer repair – leaks, pipework (weir plates, bridge)	R 150 480	Implementation
4	Replace 30 years + raw water feed line from Ntshingwayo to plant	R 32 000 000	Require RBHIG Funding
5	Sludge handling and disposal – sludge dams	R 689 700	Implementation
6	Fence around bulk reservoirs and plant and security	R 815 100	None
7	Telemetry	R 401 280	None
8	Provision for Professional Services Consultant	R 2984 520	None



Corroded flash mixing chamber Dosing system requires safe installation
requires refurbishment

- **Dannhauser Water Purification Plant:**

The estimated refurbishment costs for the work identified at the Dannhauser water purification plant are tabulated below:

Figure 39: Dannhauser WPP cost estimate

No	Description	Current value	Comments
1	High lifetime from plant to town reservoirs – replacement	R 752 400	
2	Raw water inlet pipe – need larger feed line from reservoir	R 313 500	

3	Newtown reservoir for 24 hour storage – 5 Meg and change existing reservoir pipe wok, inlet and outlet manifold	R 9 405 000	
4	Existing clarifier – install automatic de-sludge mechanism	R 438 900	Implementation
5	Install 2 high pressure filter	R 689 700	Implementation
6	Construct new clarifier	R 2 131 800	
7	Sludge handling and disposal – sludge dams	R 877 800	
8	Plant and town reservoirs fence and security	R 877 800	
9	Upgrade high lift pump station	R 112 860	
10	Plant building refurbishment	R 313 500	
11	Telemetry system – town reservoirs	R 225 720	
12	Town reservoirs manifold/pipework/valves	R 438 900	
13	Raw water reservoir replace fence/palisades	R 564 300	
14	Replace 30 years + raw water feed line from Ntshingwayo to plant	R 21 318 000	
15	Provision for Professional Services consultant	R 5 384 425	
Total Estimated Cost		R 43 844 605	

- **Utrecht Water Purification Plant**

The estimated refurbishment costs for the work identified at the Utrecht water purification plant are tabulated below. Funding required for the following project:

Figure 40: Utrecht WPP cost estimates

Utrecht WPP		
N0	Description	Current value
1	Khyaletho brick reservoir demolish- Refurbish Mine raw water reservoir + construct roof	R 2,758,800
2	Bulk Reservoirs x 2 - refurbishment	R 1,630,200
3	Balgray - new 1.5 meg reservoir and pipe work	R 1,881,000
4	Bulk Potable feed lines - to be replaced (asbestos line) end of live in town	R 2,758,800
5	Fencing and security at plant and bulk reservoirs	R 1,228,920
6	Staff single quarters and wash room	R 877,800
7	Provision for Professional Services consultant	R 1,558,722
Total estimated cost		R 12,694,242

Table 80: Summary on the eradication of backlogs

ADDRESSING THE BACKLOGS	
NATIONAL TARGETS	DWAF's revised targets indicate that by 2014, all households in SA should have access to potable water.
BALANCE/ DIFFERENCE	<p>The figures generated from the Amajuba Internal backlog figures 2013/14) are more accurate than the 2011 STATS SA and differ slightly, due to the timing and projects been implemented within the WSA.</p> <p>Backlog data has improved from a 73.5% backlog in the 2005 to a 18% backlog which is as a result of several reticulation projects on the Buffalo Flats.</p> <p>In terms of the Amajuba Internal backlog figures 2013/14, eMadlangeni is currently the most challenged municipality with a backlog of 76%. In 2001.</p>
PROJECTIONS	When considering the capital cash flow required in order achieving the national target date of 2014/15 for water and sanitation, it may be concluded that the ADM will not be in the position to meet the target, specifically when considering the present level of capital funding provided by the MIG programme.
REQUIRED FUNDING/ COMMENTS	Over and above the R152 Million planned for backlog eradication, an additional R156 mill is required for Water Conservation ,upgrade and refurbishment of water treatment plants that would enhance the backlog eradication and ensure effective water supply within the Amajuba District (WSA)
SOURCES	The information presented regarding water and sanitation has been sourced from Amajuba DM WSA: operations /Detailed reports can be obtained from the office of the Director Engineering: Amajuba DM.

Figure 41: ADM MIG/MWIG Projects 2013/14

AMAJUBA DISTRICT LIST OF MIG/MWIG PROJECTS 2013/14			
Provincial Reference Number	Project Title (as per MIG 1 form)	Project Status	Approved MIG Funding
DC25 PMU	PMU		Planning
2007MIGFDC25153355	Buffalo Flats Water Supply Scheme Phase 2	Construction	34,800,553.00
2008MIGFDC25157145	Buffalo Flats Water Supply Scheme Phase 3	Construction	83,517,981.00
MWIG	Emadlangeni Rural Water Supply Phase 1 (Development of Water Source)	Construction	13,380,000.00
2011MIGFDC25205114	Refurbishment of Waste treatment works for the Amajuba DM WSA	Completed	7,359,350.00
2011MIGFDC25205246	Buffalo Flats Sanitation Project (AFA) MIS 215970	Construction	141,559,111.00
2012MIGFDC25211225	Emadlangeni Sanitation project	Construction	49,434,865.00
			330,051,860.00

Figure 42: ADM MWIG Projects 2013/14

AMAJUBA DISTRICT LIST OF MWIG PROJECTS 2013/14 onwards			
Project #	Project Name	Status	Project Total Cost
ZKZNAMAJ01	Emadlangeni Rural Water Supply Phase 1 (Development of Water Source)	Conceptual	R 12,320,250
ZKZNAMAJ02	Emadlangeni Rural Water Supply Phase 2 (Network Reticulations)	Conceptual	R 72,745,895
ZKZNAMAJ03	Buffalo Flats Water Supply Scheme Phase 4 (Phase 1 to 3 infill)	Conceptual	R 14,309,301
ZKZNAMAJ07	Buffalo Flats WCDM Phase 2	Planning	R 52,000,000

Figure 43: ADM Capital Projects 2015/16

PMU PROJECT REPORT										
Project Name	Ward	Grant	2015/16 Original Budget	2015/16 Adjustment Budget	2015/16 Exp	% Physical progress	Quality of work	No of jobs planned	2015/16	No of jobs created
Emadlangeni Sanitation	All	MIG	5 823 589	5 823 589	438 304	40,00%	good	660	88	404
Buffalo Flats Sanitation	All	MIG	7 897 411	7 897 741	7 577 780	72,00%	good	1018	240	965
Buffalo Flats Water Ph3	All	MIG	15 000 000	6 101 000	433 401	99,00%	good	510	30	501
Buffalo Flats Water Ph3(B)	All	MIG	0	5 994 000	3 583 157	5,00%	good	250	0	0
Amajuba Disaster Management Centre Phase 1	Ward 22	MIG	10 000 000	0	647 623	100,00%	good	350	349	349
Amajuba Disaster Management Centre Phase 2	Ward 22	MIG	0	10 000 000	3 499 343	20,00%	Behind schedule			
Amajuba Regional Bulk WSS & WSDP	All	MIG	2 000 000	2 899 000	0	60,00%	good	0	0	0
Rural Household Sanitation	All	DOHS	0	0	0	0,00%	NA	0	0	0
eMadlangeni Rural Water-Phase 1	All	MWIG	3 000 000	3 000 000	2 944 316	95,00%	good	0	0	
eMadlangeni Rural Water- Phase 2	All	MWIG	7 000 000	7 000 000	187 072	5,00%	good	0	0	
WCWDM & Leak Repair Buffalo Flats	All	MWIG	7 825 000	7 825 000	4 576 413	70,00%	good	17	17	17
Buffalo Flats Water Supply Scheme Ph4	All	MWIG	2 000 000	2 000 000	0	5,00%	good	0	0	0
Rural Road Asset Management	All	RRAMS	2 007 000	2 007 000	831 551	60,00%	good	0	0	0
EPWP Intergrated Incentive Grant	All	EPWP	1 252 000	1 252 000	714 881	50,00%	good	59	59	59
Bulk Water Supply Goedehoop Housing Project	Ward 2	DOHS	0	4 000 000	0	5	good			0
								2864	783	2295

Figure 44: Estimated Funding (Requirement) Analysis for Water and Sanitation

Name/Demand	TOTAL HH's	No Of Houses Metered	HH's with Access TO RDP levels	Proposed Housing Devol water needs	Proposed Housing Devol Sanitation needs	Current Water backlog	Priority	Funding required for water/Sanitatin needs @R14800 per HH
Dannhauser Local Municipality								
Dannhauser	20800	1888	14321	20585	20585	4591		310 458 000
Proposed Housing projects for Dannhauser LM								
NDH CBD Houses	1000			1000	1000		1	14 800 000
Ramphaphosa Housing proj	100			100	100		1	6 480 000
Strybank	250			250	250		1	3 700 000
Springboklagte				1000	1000		1	14 800 000
Emafusini	1000			1000	1000		1	14 800 000
Ward 2-11	17235			17235	17235		4	255 078000
Clinic	1			1				800 000
Emadlangeni Local Municipality								
eMadlangeni	6803	854	0	5949	5949	5949		88 0452 00
Proposed Housing projects for Emadlangeni LM								
Khayethu Housing				700	700		1	10360000
Kingsley Housing				600	600		1	8880000
Goedeheop Housing				598	598		1	8850400
Other ward 1-4				4051	4051		4	59954800
Total	27603	2742	14321	26534	26534	10540		398 503 200

(Dannhauser & Emadlangeni LM's-Amajuba WS)

The Amajuba District EPWP Programme 2012-2017

The AMAJUBA DM EPWP plan and policy has been adopted and approved for implementation and family of municipalities as follows:

- Newcastle Local Municipality
- Emadlangeni Local Municipality
- Dannhauser Local Municipality

Planned Objectives

- To improve to the quality of life for unemployed people through employment creation and increased income from the EPWP grants
- To Reduced levels of poverty
- To Reduced rates of unemployment
- To Improved social stability through mobilising the unemployed in productive activities
- To improve opportunities for sustainable work through experience and learning gained
- To Increased contribution to the objective of halving poverty and unemployment by 2017.
- To Increased number of Work opportunities and receive grants through the EPWP.

AIM:

Create a conducive working environment between communities, unemployed and Amajuba DM thus increasing the EPWP awareness programme.

EPWP TARGETS FOR THE AMAJUBA DISTRICT MUNICIPALITY

Table 81: ADM – Preliminary EPWP Targets (2012/13-2017/18)

Sector	No. Of WO	Preliminary Targets	
		Estimate FTE's 2013/2014	No Of Learnerships
Infrastructure	12000	1150	80
Community services	To be determined	To be determined	To be determined
Social	To be determined	To be determined	To be determined
Economic (LED)	To be determined	To be determined	To be determined

The above targets will be reviewed once KPI performance reporting takes place on a regular basis and aligned to the SDBIP.

Full Time Equivalent

The ratio of the total number of paid hours during a period (part time, full time, contracted) by the number of working hours in that period Mondays through Fridays. The ratio units are FTE units or equivalent employees working full-time. In other words, one FTE is equivalent to one employee working full-time.



Figure 45: Committed EPWP Projects & Planned Work Opportunities (2012- 2017)

EPWP WEDNESDAY SCHEDULE FOR AMAJUBA DM										
	Work Opportunities	Projected WO	Planned EPWP WEDNESDAY visit	Planned EPWP WEDNESDAY visit	Planned EPWP WEDNESDAY visit	Planned EPWP WEDNESDAY visit	Projected WO	Projected WO	Projected WO	Projected WO
	EPWP Projects registered on the MIS	2012/13	Quarter2& 3	Quarter 3& 4	Quarter 4	Quarter 4	2013/14	2014/15	2015/16	2016/17
1	Buffalo flats ph 2-MIG	15	Complete				0	0	0	0
2	Buffalo flats ph 3- MIG	333	30-Jan-13	13-Mar-13		05-Jun-13	233	150	140	0
3	Emadlangeni Bulk -DWA	162	20-Feb-13	0			100	40	0	0
6	Buffalo flats sanitation	848	16-Jan-13	13-Mar-13	24-Apr-13	05-Jun-13	863	1193	1200	1500
7	Amajuba pipeline extension (EPWP FUND)	154	13-Feb-13	20-Feb-13	04-Apr-13	19-Jun-13	154	152	400	650
8	Emadlangeni Sanitation /planning	150	20-Feb-13	27-Mar-13	01-May-13	19-Jun-13	450	565	650	850
9	Re-furbishment WTP	15	planning	13-Feb-13	0					
10	Re-furbishment WWTP	15	planning	13-Feb-13	0					
15	Emafusini WCWD	30	12-Dec-12	13-Feb-13						
16										
17										
18										
19	3000 WO were projected for 2012/13 ,this cannot be achieved due to limited funding ,and dates are subject to change based on other commitments									
20										
21										
22										
23										
24										
25	Committed policy	1500					1800	2100	2400	3000
26	Estimated TOTAL	1722					1800	2100	2390	3000

Amended EPWP Targets are based on funding available with alignment to the 2013/14 SDBIP

Table 82: EPWP Targets

Amajuba DM EPWP Dashboard 2013/2014					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Actual No. Employed	467	287	0	0	754
EPWP Grant Project	49	0	0	0	0
Adult Men	84	47	0	0	131
Adult Women	41	13	0	0	54
Youth Men	228	121	0	0	349
Youth Women	114	106	0	0	220
Disabled	0	0	0	0	0
Total planned jobs	356	272	261	261	1150

11.1.4 Water Quality (Blue Drop and Green Drop)

Green Drop certification programme for wastewater is an initiative to ensure that these treatment works progressively improve their operations, so as not to impact negatively on the water bodies into which they discharge their product. The proposed system aims at awarding water services authorities with Green Drop Status if they comply with wastewater legislation and other best practices required by the Department of Water Affairs. This incentive-based regulatory approach is a first for South Africa, and is internationally regarded as unique in the water regulatory domain.

The drinking water quality monitoring programme is set up according to the SANS 241:2006 edition that stipulates the amount of samples that need to be taken per population served with potable water. Samples are taken from the following categories:

- Raw Water
- Treatment
- Storage
- Distribution
- Boreholes(where monitoring takes place)
- WWTP 's
- Green Drop status -table 1
- Blue Drop status –table 2

In addition the eWQMS (electronic Water Quality Management System) is also developed to capture wastewater which at present does capture analysis for the Amajuba area.

Each water type compliance is measured against the set standard. The SANS 241:2006 Drinking Water Specifications is used as standard to assess potable water quality compliance. Each site is measured against the compliance set within the SANS 241: 2006 and is classified within its appropriate Class. For compliance purposes and quality control, final potable water samples from the Water Purification Works are on a monthly basis sent to the National Health Laboratory Services (NHLS) in Durban for analysis. On a quarterly basis, WPP final water samples are sent to Umgeni Water for a full set of micro and chemical analyses.

All analysis results are entered on the eWQMS (electronic Drinking Water Quality Management System) and is transferred to the BDS (Blue Drop System & Blue Drop System respectively). The eWQMS flags non-conformities and from which reports and trends are detected and reacted on. All follow-up samples for non- conformities with reasons are also captured on the data base. Results are on a monthly basis submitted to DWA's regional office.

The following figure summarizes the drinking water samples for ADM

Figure 46: Drinking Water Quality Management System

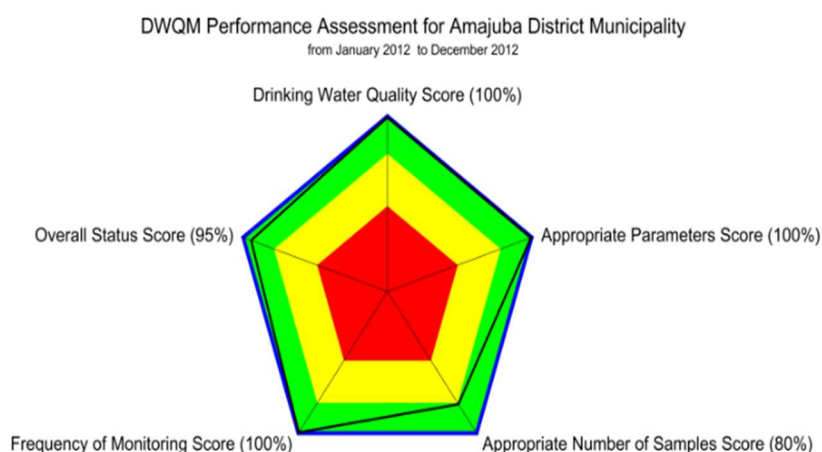


Table 83: Comparisons KZN -Blue Drop Certified Systems

Log Status	Blue Drop Certified System	Blue Drop Score	Water Services Authority	Water Services Provider
1	eThekwini Main	98.79%	eThekwini Metropolitan Municipality	Umgeni Water
2	Howick, Camperdown & Mshwathi	98.78%	Umgungundlovu District Municipality	Umgeni Water
3	Nsezi	98.39%	City of uMhlathuze Local Municipality	uMhlathuze Water
4	Dolphin Coast	98.30%	iLembe District Municipality	Umgeni Water
5	Biggarsberg	97.04%	Umkhanyakazi District Municipality	uThukela Water
6	Newcastle, Madadeni, Sizweni & Blauwbosch	97.00%	Newcastle Local Municipality	uThukela Water
7	Ndwedwe	96.72%	iLembe District Municipality	Umgeni Water
8	Ngwelezane	96.37%	City of uMhlathuze Local Municipality	uMhlathuze Water
9	Umzinto & Pennington - Scottsborough	96.27%	Ugu District Municipality	Umgeni Water
10	Groutville	95.94%	iLembe District Municipality	Umgeni Water
11	Alcockspuit	95.43%	Amajuba Local Municipality	uThukela Water
12	Msunduzi	95.38%	Msunduzi Local Municipality	Umgeni Water
13	Mathulini, Mthwalume & Qoloqolo	95.22%	Ugu District Municipality	Umgeni Water
14	Ixopo	95.13%	Sisonke District Municipality	Umgeni Water
15	Hattingspruit	95.04%	Amajuba Local Municipality	uThukela Water
16	Southbroom - Port Edward & Inland	95.00%	Ugu District Municipality	Umgeni Water

Figure 47: Amajuba blue Drop Score

2012/2013-AMAJUBA DM Blue Drop Score: 83.31%							
Performance Area	Systems	Alcockspruit a	Dannhauser a	Durnacol	Hattingspruit a	Rural (Buffalo Flats) a	Utrecht
Water Safety Planning (35%)		95	71	71	100	95	71
Treatment Process Management		100	60	15	90	100	15
	-10%						
DWQ Compliance (30%)		100	100	100	100	91	100
Management, Accountability (10%)		84	84	84	84	84	84
Asset Management (15%)		87	65	55	80	84	52
Bonus Scores		0.9	3.93	4.46	0.68	0.65	4.54
Penalties		0	0	0	0	0	0
Blue Drop Score (2012)		95.43% (↑)	82.97% (↓)	77.42% (↓)	95.04% (↑)	92.02% (→)	77.05% (↓)
2011 Blue Drop Score		83.75%	85.55%	82.75%	59.88%	Not assessed	84.33%
2010 Blue Drop Score		Not assessed	71.88%	66.88%	63.88%	Not assessed	70.88%
System Design Capacity (M/d)		No information	2	1.7	No information	No information	No information
Operational Capacity (% to Design)		No information	85	70.76	No information	No information	No information
Population Served		3 000	14 000	8 754	3 000	1 000	23 285
Average daily Consumption (l/p/d)		623.33	121.43	137.42	316.67	300	197.55
Microbiological Compliance (%)		>99.9%	99.10%	>99.9%	>99.9%	97.10%	98.60%
Chemical Compliance (%)		>99.9%	>99.9%	99.40%	>99.9%	>99.9%	99.50%

Table 84: Colour Codes for water status















MODERATED COLOUR CODING TO ASSIST WSI WITH CONFIRMING SESSION PREPARATION JAN – MARCH 2013		
Colour codes	Status description	
A+	95 – 100 %	Excellent situation – WSI scored very well, no / Limited gap identified.
A-	91 – 94 %	
B+	85 – 90 %	Good status, WSI requires minor evidence to move score into blue category.
B-	80 – 84 %	
C+	70 – 79 %	Average performance, additional evidence needed to improve on this criteria.
C-	50 – 69 %	
D+	40 – 49 %	Poor Performance, substantial evidence still required to improve this score.
D-	31 – 39 %	
E+	15 – 30 %	Critical state, substantial evidence needed to improve on this score. This score is likely to result in significant reduction of the WSI's Green Drop Score
E-	0 – 14 %	
	Comment Box	No bonus awarded; No penalty awarded
	Comment Box	Full or partial bonus awarded
	Comment Box	Full or partial penalty awarded

Figure 48: Waste Water Assessment

Amajuba DM – wastewater Systems Assessed						
System Number	System Name	WSP No.	Design Capacity (ml/d)	2013 System score (%)	2011 system score (%)	2009 system score (%)
Wastewater System 1	Utrecht		1.00	D-	69.70	47.00
Wastewater System 2	Tweedledale		2.00	D+	72.20	47.00
Wastewater System 3	Welgedacht		0.50	C-	69.70	47.00

Wastewater System 4	Durnacol		2.00	C+	39.70	47.00
		Total D13	5.50			
Wastewater Systems/Plants under control of WSA but not Assessed + Short reason for not being assessed		Municipal Green Drop Score			59.10	

Figure 49: Green Drop rating

WSA	Number of Works	WSA Green Drop Score	Risk Profile [CRR as % of CRR(Max)]	Average Green Drop Score	Green Drops Awarded	% Systems that achieved >50%	Position on Performance log
eThekweni Municipality Metropolitan	28	90.5%	45.6%	87.1%	 9	100.0%	1
uMhlathuze	5	83.6%	38.1%	83.9%	 0	100.0%	2
iLembe District municipality	12	80.4%	49.2%	73.5%	 2	100.0%	3
The Msunduzi	3	78.5%	53.7%	63.3%	 0	66.7%	4
UMgungundlovu District municipality	12	73.6%	65.2%	50.9%	 0	50.0%	5
Ugu District municipality	19	72.8%	45.3%	72.1%	 0	100.0%	6
Newcastle	5	71.4%	47.6%	57.8%	 0	80.0%	7
Amajuba District municipality	5	59.1%	57.8%	62.5%	 0	80.0%	8
Sisonke District municipality	8	55.3%	51.4%	44.4%	 0	37.5%	9
Zululand District municipality	14	52.4%	45.8%	62.8%	 0	64.3%	10
Uthungulu District municipality	17	50.1%	69.6%	50.2%	 0	52.9%	11
Uthukela District municipality	9	37.7%	67.6%	33.9%	 0	0.0%	12
Umzinyathi District municipality	8	33.2%	84.0%	31.0%	 0	12.5%	13
Umkhanyakude District municipality	11	22.2%	79.3%	22.5%	 0	0.0%	14
KZ Total	156				11		

Wastewater services delivery is performed by fourteen (14) Water Services Authorities in KZN via an infrastructure network comprising of 143 wastewater collector and treatment systems.

A total flow of 716 MI/day is received at the 143 treatment facilities, which has a collective hydraulic design capacity of 1076 MI/day (as ADWF). This means that 66.5% of the design capacity is taken up by the current operational flows, leaving a 33.5% to meet the future demand without creating new capacity. However, the findings of the Green Drop assessment suggest that a significant portion of surplus capacity might not be 'readily available', as result of inadequate maintenance and operational deficiencies at lower capacity municipalities. The opposite scenario is possible at high capacity municipalities where infrastructure can usually cope with flows that exceed the theoretical design capacity without compromising the final effluent capacity. This attainment is however, dependant on qualified and experienced plant management and scientific services.

The results from the assessment conducted for the past three years are as follows:

- 2011- 58,1%
- 2012- 59%
- 2013- The department has not yet released the results for this year.

There are four waste water treatment facilities within the district namely Durnacol WWTW, Tweediedale Ponds, Welgedaght WWTW and Utrecht ponds.

There are a number of challenges faced in the delivery of the service, the challenges are listed below:

- ✚ Lack of technically skilled and registered staff to operate the wastewater treatment works.
- ✚ Application of new licenses for the waste facilities because the absence of licenses means that the treatment plants and the ponds are operating unlawfully.
- ✚ Breaching and non-adherence to safety standards
- ✚ The plants are operating under design capacity.
- ✚ Lack of staff to attend to housekeeping and this causes safety risk to the personnel.
- ✚ High build-up of sludge within the systems due to failure of pumps.
- ✚ Poor fencing construction or the absence of it enabling foreign organisms like livestock to enter the facilities.

The Department of Engineering Services has employed 4 people to join the Water Services in the water and waste water treatment plants.

11.2 Waste Management

11.2.1 Solid Waste Management

The ADM is not liable for waste management within the local municipalities, all local municipalities are liable for the collection of all solid waste and the after the correct disposal of such waste in licenced areas. From the table below (Figure 50 – Refuse removal) it is evident that the municipalities have been improving in terms of collection refuse per household irrespective of the increase in households per municipality between (1996-2011).

Figure 50 – Refuse removal

Households by refuse removal					
Service provided	Year	Newcastle Lm	Emadlangeni Lm	Dannhauser LM	Amajuba DM
By municipality or private company	1996	41367	754	1677	43798
	2001	51179	1171	2019	54369
	2011	60189	1602	2417	64208
Communal/Own refuse dump	1996	11749	1623	12699	26071
	2001	16226	3751	15570	35547
	2011	20339	4252	16410	41001
No rubbish disposal	1996	1447	957	975	3379
	2001	3759	1265	1730	6754
	2011	3300	341	1543	5184

Statistics SA – Census 2011 municipal Report no 03-01-53

According To The Latest Available Information There Are Currently Only Two Licensed Landfill Sites Within The Amajuba Dm. The Landfill Sites Within The Dm Are Listed Below With Their Current State.

- Newcastle West - The Newcastle Landfill Is Operating Relatively Well, But Would Nonetheless Require Improvements And Upgrading. The Identifying Of A New Landfill Is In Progress By The Municipality Since The Existing Landfill Has A Limited Remaining Life Span. An Amount Of R15m Was Set Aside In The 2010/11 Financial Year, With A Further R60m Required In The Next Two Financial Years.
- Newcastle East And Rural - The Collection Equipment Are Currently Adequate.
- Utrecht - The Equipment Would Have To Be Upgraded To Improve Operation.
- Waterval Prison - Waterval Prison Landfill Site Requires A Permit Whether For Closure Or Continued Operation In Terms Of The Relevant Legislation.
- Dannhauser - Dannhauser Landfill Also Requires A Permit Whether For Closure Or

STATUS QUO

Source	Quality	Management Status
Newcastle waste disposal site	Fair	The site is permitted and well managed.
Charlestown waste site	Poor	The site is not permitted
Dannhauser waste disposal site	Poor	The site is not permitted and poorly managed
Watervaal Waste disposal site	Poor	The site is not permitted and poorly managed

Challenges in terms of solid waste:

- Waste refuse removal minimal
- Solid waste disposal sites are limited

Proposed Interventions

- Implementation of a litter control programme for all municipalities
- Possible Recycle strategies to be implemented
- Development of partnerships with community based Organisations & Non-Government Organisations involved in environmental programmes
- Identify additional, suitable waste sites for all the local municipalities

11.2.2 Air Quality Management

Following the publication of the Integrated Pollution and Waste Management Policy (IP&WM) in 2000 (DEAT, 2000), government set about drafting the legislation required to implement the policy. In the case of new air quality legislation, the draft National Environmental Management: Air Quality Bill was finalised as framework legislation that would have its detail added in accordance with a logical implementation plan.

The National Environmental Management: Air Quality Act 39 of 2004 has shifted the approach of air quality management from source-based control to receptor-based control. The Act makes provision for the setting and formulation of National ambient air quality standards, while it is generally accepted that more stringent standards can be established at the Provincial and Local levels. Emissions are controlled through the listing of activities that are sources of emission and the issuing of emission licences for these listed activities.

Atmospheric emission standards will be established for each of these activities and an atmospheric licence will be required to operate. The issuing of emission licences for Listed Activities will be the responsibility of the Metropolitan and District Municipalities. Municipalities are required to '*designate an air quality officer to be responsible for co-ordinating matters pertaining to air quality management in the Municipality*'. The appointed Air Quality Officer will be responsible for the issuing of atmospheric emission licences.

The Bill of Rights contained in the Constitution of the Republic of South Africa is the cornerstone of democracy in South Africa. It enshrines the rights of all people in the country and affirms the democratic values of human dignity, equality and freedom. The state must respect, protect, promote and fulfil the rights in the Bill of Rights. Section 24 of the Constitution states that everyone has the right:

- *To an environment that is not harmful to their health or well-being; and*
- *b. To have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that –*
 - Prevent pollution and ecological degradation;*
 - Promote conservation; and*
 - Secure ecologically sustainable development and the use of natural resources while promoting justifiable economic and social development.*

In order to give effect to this right in the context of air quality, it is necessary to ensure that levels of air pollution are not harmful to human health or well-being. It follows that the setting of ambient air quality standards is necessary, as well as mechanisms to ensure that ambient air quality standards are achieved and maintained.

Hence, the National Environmental Management: Air Quality Act (Act No. 39 of 2004) provides an objectives-based approach to the management of air quality at different governance and operational levels and is the legislative means to ensuring that the rights described above are upheld.

Therefore, in implementing the AQA it is necessary to ensure that there is clarity on governance and technical objectives so air quality management measures are implemented in a cohesive, coherent and uniform manner that ensures the most benefit for the least cost through efficient and effective use of resources.

Local Municipalities do not have enough capacity in terms of personnel, budget or equipment to undertake their air quality functions in terms of the Air Quality Act. Therefore, few air quality management or control functions are undertaken by the Local Municipalities. Air quality support is provided to the Local Municipalities from Province and District. Basic air quality management at Local Municipalities forms part of the functions of the Department Planning and Development. The District municipality in association with the local municipalities continuously attend to all air quality complaints.

The municipality is in the process of developing an Air Quality Management Plan which will assist in streamlining all programmes in order to control air emissions. Contributors to Air pollution in the Amajuba District Municipality are from the following activities Metallurgical Industry:

Table 85: Air pollution contributors

Emadlangeni LM	Newcastle LM	Dannhauser LM
Biomass burning	Iron, Steel, Ferroalloy industries and foundries Inorganic Chemicals Industry	Mineral Processing, storage and handling
Mineral	Organic Chemicals Industry	Metallurgical Industry
Processing	Carbonization and coal	Domestic fuel burning
storage and handling	Gasification	Inorganic Chemicals Industry
Domestic fuel burning	Dust from Untarred roads	Combustion installations
Dust from Untarred roads	Mineral Processing, storage and handling: - mining, brick production, cement production	Biomass burning
	Combustion installations: Domestic Fuel Burning, boilers Thermal treatment of hazardous and general waste Biomass burning	

11.2.3 Cemeteries and Open Spaces

Cemeteries and open spaces are monitored by local municipality although the District municipality can provide aid to municipalities in order to maintain the service or to upgrade it. In respect to the cemetery sites, the national Department of Agriculture and Environmental Affairs initiated a study to find suitable sites for burials to prevent the unsuitable site burials and as well as home burials.

There was also an initiative of formalizing the informal cemeteries within the District. A site was identified in Durnacol as there was informal burial activity taking place. Even though the site was identified it did not form part of the initial study for identification of new burial sites.

The study was conducted in a number of places within the District and there was a strong indication of geological constraints within most of the identified sites. This has led to the delay of the study hence the study is incomplete.

11.3 Electricity

11.3.1 Service Providers

Eskom generates approximately 95% of the electricity used in South Africa and this association extends to generating, transmitting and distributing electricity to industrial, mining, commercial, agricultural and residential customers and redistributors. In the context of the Amajuba DM the above mentioned fact is no different as Eskom is still the main supply of electricity within the district whilst the Newcastle and Emadlangeni Municipalities have the license to supply electricity in certain areas within their jurisdiction.

The provision of electricity in Newcastle is demand driven. The demand triggers the need to plan for additional capacity of the electricity network distribution. Eskom supplies in the order of 125,000KVA per month with an additional supply of 800 KVA being supplied by IPSA from gas turbines. The electricity networks for the Newcastle West area being the CBD and surrounding suburbs are managed by the municipality whereas the outlying townships and rural areas are supplied by Eskom. The Newcastle Municipality further gives support to Eskom for the surrounding townships and rural areas by implementing capital projects funded by the Department of Energy which upon completion is handed over to Eskom.

The role of the ADM in electricity provision

It must be noted that the DM does not have a direct responsibility with regards to the provision of Free Basic Electricity and as such does not receive any Equitable Share allocations for this purpose. The supply of Free Basic Electricity is the function of the LM's. The DM does, however, play an advisory and planning role through the ESDP as electrical planning is best undertaken at a DM level. It is also noted that the ESDP must be updated every two years to keep it up-to-date and relevant.

11.3.2 Status Quo

Apart from its social benefits, electricity is also a driving factor in the economy. Schedule 4B of the Constitution lists electricity and gas reticulation as a local government responsibility and as a consequence also plays an important revenue source for local government. For this exercise the spatial location and supply thereof the bulk electricity infrastructure has been assessed.

The current and proposed reticulation network in Amajuba District Municipality area as indicated in the Map (insert) shows areas already electrified and the location within the district of the bulk electricity infrastructure.

It is no surprise that the bulk electricity infrastructure is concentrated in areas that have the highest population densities in areas such as Newcastle, Danhauser, Utrecht, Emadadeni etc. Newcastle Municipality has a superior population size and economy in the Amajuba district and as such has more areas that would require bulk electricity infrastructure. There are 8 sub-stations in the Newcastle Municipality that supply electricity to the areas of Newcastle, Madadeni and Osizweni. The spatial distribution of most sub-stations within Newcastle Municipality is predominantly situated along the N11 primary corridor. Newcastle is a growing economy within the district and it will be essential to demonstrate that the current supply is sufficient to meet current and future demands.

The project cycle for any development has 5 stages

Stage		Tasks
1	Development Plan Approval (DPA)	• Technically approved proposals
2	Concept Release Approval (CRA)	• Initiatives entered into a value chain system for approval

		<ul style="list-style-type: none"> Feasibility studies
3	Design Release Approval (DRA)	<ul style="list-style-type: none"> High level design EIA approved and servitudes acquired
4	Execution Release Approval (ERA)	<ul style="list-style-type: none"> Design package Procurement and Construction begins
5	Finalisation Release Approval (FRA)	<ul style="list-style-type: none"> Construction completed and handed project hand over

#	Project Name	Form Status
1	Incandu-Madadeni 132 kV Line Est	ERA
2	Madadeni 132/33 kV & 132/11 kV TRFR Est	ERA
3	Blaauwbosch SS increase cap	ERA
4	Matsheketsheeni 132/11 kV 20 MVA SS establishment	CRA
5	Matsheketsheeni 132 kV Tee Line	CRA
6	Kilbarchan SS 88/22 kV TRF Establish	CRA

Source: Amajuba Region ESKOM

Emadlangeni Municipality has 6 sub-stations that service the settlements within the municipality for residential purposes whilst Utrecht would most like be for economic factors albeit a declining economy. Dannhauser Municipality has 3 sub-stations situated within its jurisdiction servicing the settlements of Mdakane and Osizweni. The supply capabilities of the substations and reticulation networks including the projects related to maintaining and upgrading these substations and reticulation networks are contained in Network Development Plans (NDPs) compiled by the Eskom Area Network Planning Division.

Table 86: Electricity availability by use

Distribution of electricity by use					
Electricity use	Year	Newcastle Lm	Emadlangeni Lm	Dannhauser LM	Amajuba DM
Lighting	1996	48055	1013	4566	53634
	2001	59884	1801	8399	70084
	2011	73449	3032	16490	92971
Heating	1996	26771	888	1832	29491
	2001	37924	1497	2930	42351
	2011	57864	2003	7707	67574
Cooking	1996	30773	908	1950	33631
	2001	41507	1558	3607	46672
	2011	69800	2515	10654	82969

Source – StatSA 2011 Census

The table above depicts the picture on the predominate type of use for energy per municipality. It is evident that in Newcastle dominates the consumption of electricity within the ADM jurisdiction. Within all locals it is common that electricity is generally used for lighting purposes in comparison to heating and cooking respectively.

11.3.3 Indigent Support

Basic supply is made available to all households. The allocation is set at 50 kWh per household per month. Costs are funded from the Equitable Share allocation to Local Municipalities. The process must be planned with the relevant stakeholders including local government and ESKOM. There have been problems with the implementation of this as the ESKOM consumer database is not accurate or complete and a detailed survey is required. As it stands, municipalities are required to provide ESKOM with a list of consumers to be provided with electricity, and municipalities are then required to pay ESKOM for the consumption of these households from their Equitable Share on a proven cost basis only.

11.3.4 Power Supply Shortage

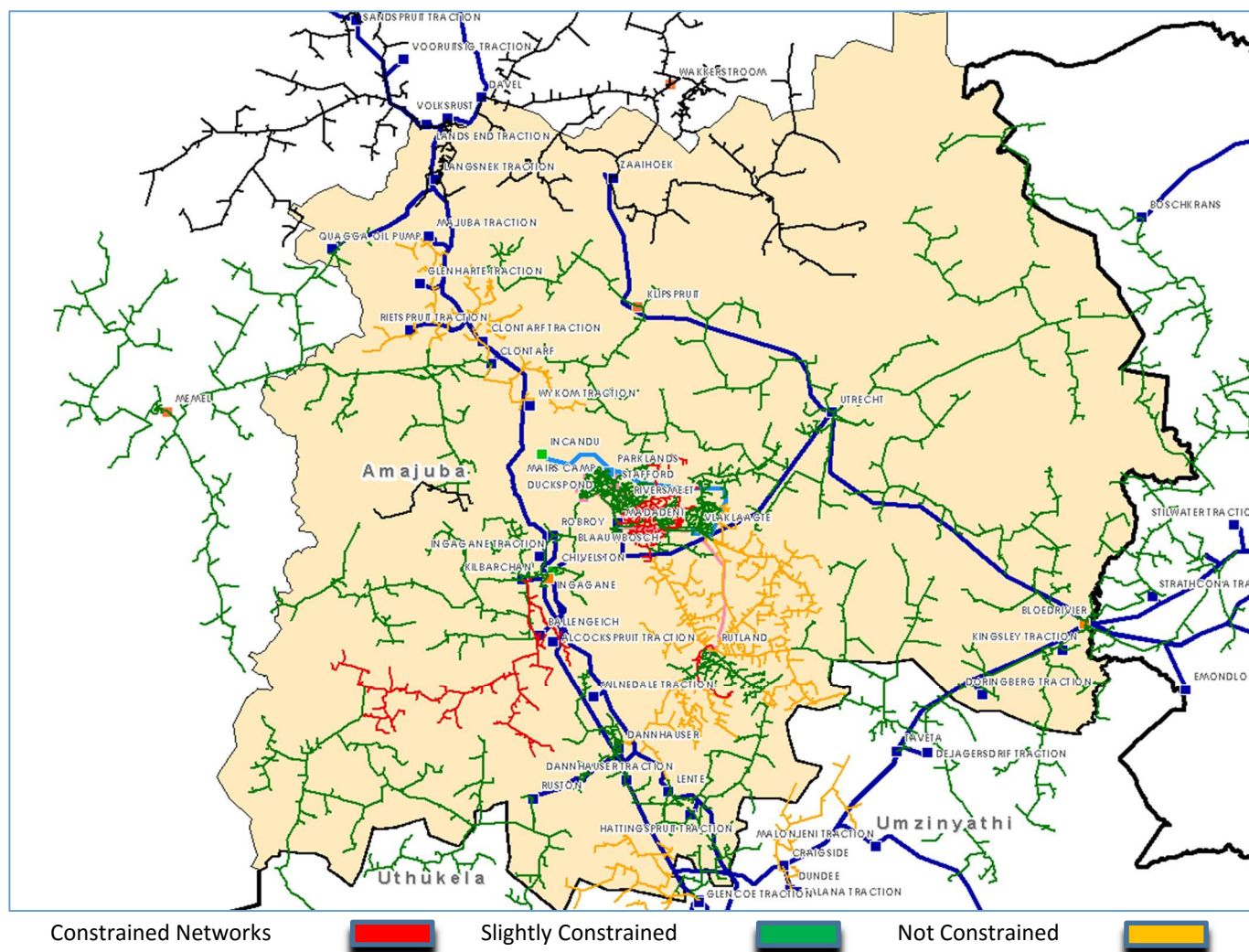
During 2007 South Africa started experiencing widespread rolling blackouts as supply fell behind demand. Since then, load shedding as it is known was implemented whenever generating units were taken offline for maintenance, repairs or re-fuelling. In May 2008 load shedding was suspended as it had been established that the demand and supply challenges had been stabilized, however load shedding was reintroduced in November 2014. Load shedding in 2014 was due to Majuba Power station losing capacity to generate power after a collapse of one of its coal storage silos on the 1st November 2014.

The Majuba power plant delivered an estimated 10% of the country's entire capacity and the collapse halted the delivery of coal to the plant. In December 2014 Eskom implemented stage 3 load shedding in South Africa after the shutdown of two power plants due to diesel shortages.

Challenges that currently face ESKOM:

- Fiscal challenges for the new construction of infrastructure and maintenance;
- Depletion of water reserves for Hydro plants;
- Aging infrastructure
- Growing demand against the available resources
- Theft of copper and steel

It is imperative to note that the current power supply challenge has had a negative impact on the economy as production has to be stopped to accommodate the electricity shortage. The Amajuba District Municipality has felt the effects of the challenges faced by ESKOM, which mainly affects the economy, employment and the provision of electricity in areas that are still being developed. The map below provides a spatial orientation to areas in the ADM that are considered high constraint areas.



11.4 Transport Infrastructure

Roads have the potential to not only bridge the geographical divide but to also provide communities with access to better social and economic opportunities. It is therefore important in this regard that roads are assessed in the context of their spatial network, road classification and road surface condition.

11.4.1 Status Quo

The road networks within Amajuba Municipality reflect a link of the districts roads (R21 & R32) from Dannhauser and Emadlangeni municipalities with the N11 that traverses Dannhauser and Newcastle municipality respectively. These road networks link the towns of Dannhauser and Utrecht with that of Newcastle. There is a possibility that the condition or state of the road surfaces might have changed since the development of the PTP but the information contained in the document has been utilised for this exercise and updated information will be obtained from DOT and included in the final report.

Total Road Network 2255 km	Provincial Network 992 km	District Network 1022 km	Local Network 241 km
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Source: Amajuba DOT Regional Office

The national and provincial main roads are mainly surfaced whilst the majority of district and community access roads are not. Most community access unsurfaced roads are not constructed to proper geometric design

standards due to the rough terrain and limited funding available. Several of these access roads are used by public transport vehicles, resulting in high maintenance cost of vehicles and unsafe travel conditions for passengers. Unsurfaced roads are often very slippery during the rainy season due to flooding and poor in-situ soil conditions, which results in the rural communities having no vehicle access or an unreliable public transport service.

Other infrastructure available in the Amajuba District municipal jurisdiction is rail way lines which are predominantly used for the transportation of coal locally and also by other companies when moving freight. There is also an active airport in the vicinity of the Newcastle Local Municipality.

11.4.2 Road Hierarchy

It is important to include the analysis of the above mentioned subject matter as it will provide an indication of the responsible authorities for the different road classes within Amajuba. This overview will in turn afford opportunities to the responsible authorities to plan accordingly in response to the desired spatial outcomes of the Amajuba DM. There are three types of road classes that have been focused on for this report as they have implications on the desired spatial outcomes for the Amajuba DM.

- **National Roads** - These roads denoted with the prefix 'N' e.g. N11 and are primarily the responsibility of DOT and are maintained through the South African Roads Agency.
- **Provincial Main Roads** - These are higher order provincial roads all with the prefix 'P' e.g. P296. There is a further breakdown of this class into types of main roads, each type meeting certain requirements pertaining to traffic volumes, freight requirements etc and hence not all main roads are surfaced roads.
- **Provincial District Roads** - All these roads are the responsibility of the KZNDOT and the majority of which are not surfaced. Again there is a further breakdown into types of district roads, each allocated different design and maintenance specifications. These roads normal have a prefix 'D' e.g. D5241.

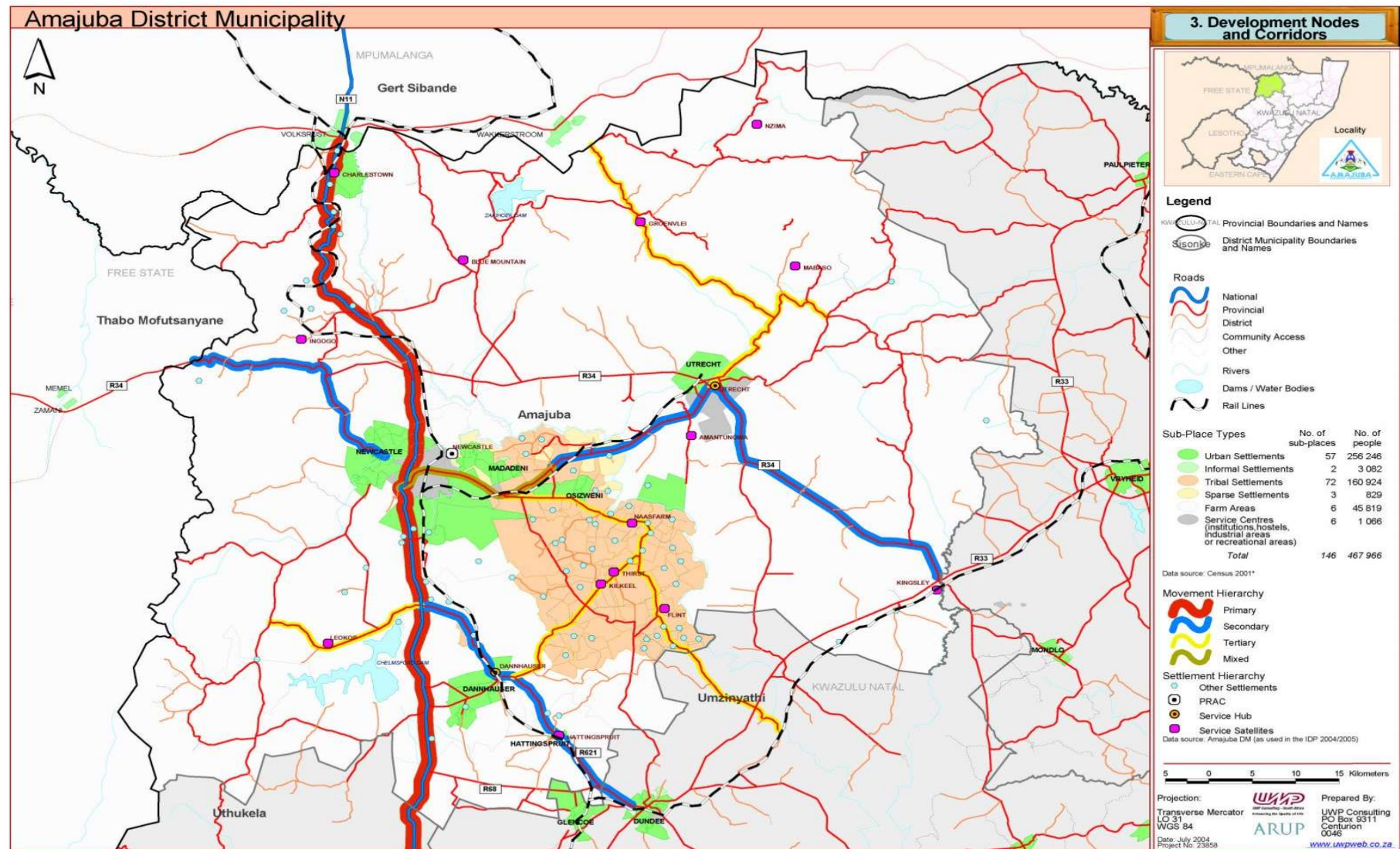
11.4.3 Organised Transport Structures

There are a total of 20 public transport facilities within the Amajuba area with 16 minibus-taxi ranks, 3 bus ranks and 1 minibus-taxi. The majority of these facilities fall within the Newcastle, Madadeni and Osizweni areas with limited facilities in Utrecht and Dannhauser. There is an equal split of formal and informal facilities with the formal facilities mainly located in the urban areas and informal facilities located in the rural settlements. The status and ownership of the Minibus-taxi facilities is shown in the Table below:

Table 87: public Transportation Status

	Facility Name	Status	Ownership
Newcastle Municipality			
1	Osizweni Formal Taxi Rank	Formal	Municipal
3	Makhanya Informal Taxi Rank	Informal	Municipal
4	Top Rank Informal Taxi Rank	Informal	Municipal
6	9 Mile Informal Taxi Rank	Informal	Municipal
7	Moyomuhle Informal Taxi Rank	Informal	Municipal
8	Madadeni Sec 4&5 Informal Taxi Rank	Informal	Municipal
9	Madadeni Shoprite Checkers Informal Taxi Rank	Formal	Municipal
10	Madadeni Court Informal Taxi Rank	Informal	Municipal
11	Newcastle Formal Taxi Rank	Formal	Municipal

Figure 51: ADM Development Nodes, Corridors and Hierarchy of Roads.



11.4.4 Railway line

There are currently no commuter rail service provided for within the Amajuba DM. However, there is a station and rail line that runs from Newcastle past Madadeni and Osizweni towards Utrecht which provides an opportunity in the long term for a rail commuter service due to its alignment to the above mentioned areas. There is also a railway line that runs through Dannhauser past Newcastle to Charlestown in the Newcastle Municipality. It is not yet clear as to whether this railway line is being utilised and to what benefit to the district as it connects from other districts to the south.

11.4.5 Airport and landing Strips

There are no established and operational passenger air transport system within Amajuba. Newcastle has one Airport which is located approximately 7 km away from the city center. Chartered flights commute daily and a full service with one of the country's airlines is in the pipeline. It is located on the south eastern side of the Central Business District i.e. industrial area or between Newcastle town and Madadeni Townships. It is in a functional condition.

11.5 Human Settlements

Achieving sustainable human settlements is one of the main spatial goals within an area such as Amajuba District which is characterised by settlement pattern that has encountered a high level of disintegration and fragmentation. An opportunity still exists to turn the situation around through facilitating and promoting the evolution of these discrete pockets of settlements into sustainable, integrated human settlements clusters. This is bearing in mind the fact that settlements are not static, they respond to change and are continuously in the process of transformation. The key challenge is to turn them from being creations and remnants of the apartheid regime into sustainable human settlements.

A sustainable settlement improves the level of choice, encourages creativity and investment while a less sustainable settlement imposes a lifestyle on people and results in unnecessary expenses. It is neither possible nor desirable for settlements to be homogenous hence an emphasis on choice.

11.5.1 Settlement Patterns

Amajuba District Municipality is a mix of rural and urban in its character. This is particularly due to the existence of Newcastle as an urban complex while Dannhauser and Emadlangeni are predominantly rural. The key features of the settlement pattern can be broken down as follows:

- Urban settlements;
- Peri-urban settlements; and
- Rural villages;

The development in most of the area is scattered with an absence of a strong nodal hierarchy. Uneven topography, membership of the community and traditional land allocation practices are the major factors that shape this settlement pattern.

The key settlement patterns identified above allows for association of areas as listed below in order to correctly plan the future development of the area.

- Urban settlements
 - Newcastle Urban complex

- Dannhauser Town
- Utrecht Town
- Hattingspruit
- Peri-urban settlements
 - Kingsley
 - Groenvlei
 - Amantungwa
 - Nzima
 - Mabaso
 - Blue mountain
- Rural villages
 - Kwamdakane
 - Nyanyadu and Ubuhlebonzinyathi
 - Charlestown
 - INgogo

In exception to the settlement areas mentioned above, existing within the area of Amajuba District Municipality are also Former Mining Settlement. These settlements include:

- Kilbarchan
- Ingagane and Ballengeich
- Normadien

11.5.2 Impact by Urbanisation

A comparative analysis of urbanisation within the district demonstrate that Newcastle Urban Complex with its associated complex of townships known as MBO (i.e. Madadeni, Blaauwbosch and Osizweni Urban Complexes) have experienced a substantial amount of urbanisation. This is evidenced from population growth that the area has experienced. Urbanization can be described as the rapid and massive growth of, and migration to large cities.

Figure 52: Urbanisation figures

Urban Settlements	Wards	2001	2011	% of Growth/Decline
Newcastle Urban Complex	2-5 and 20	49 094	52 371	6
Madadeni Urban Complex	14, 19, 22-24, 26-29	83 560	92 362	9
Osizweni Urban Complex	7-13, 15-18 and 30	133 536	141 906	6
Dannhauser Town	2	9 816	8 095	-21
Utrecht Town	2	5 488	5 290	-4
Total		281 524	306 024	6

Source: Census 2011

With reference to table above the population that resides within the urban areas (within all towns of the district) have increased by 6%. These urban areas accommodate 60% of the total district population. Madadeni complex had the highest level of urbanisation which caused its population to increase by 9% between 2001 and 2011. This is followed by Newcastle and Osizweni Complexes which had a population growth of 6% each. Both Dannhauser and Utrecht Towns experienced population decline which implies that these areas are experiencing population out-migration. Dannhauser is experiencing a great level of out-migration such that its population declined by 21% while Utrecht's population declined by 4%.

11.5.3 Land Reform

The Department of Land Affairs (DLA) has initiated the preparation of Area Based Plans (ABP's) for all district municipalities in KwaZulu-Natal. As with all the DM's, this process has been a slow process and has over-shot the original timeframes of the project.

The broad objectives of Area Based Planning are to:

- Speed up the **pace of land reform** in South Africa in order to achieve national land reform targets.
- Contribute to **enhanced economic development** thereby contributing to the targets as set out in ASGISA.
- **Integrate** land reform into Provincial and Municipal development frameworks.
- Improve the sustainability of land reform projects.
- Promote **sector alignment** with agriculture, LED, Integrated Human Settlements, tenure security / upgrade links to the provision of basic services.
- Promote the objectives of **inter-governmental relations** with municipalities and sector departments.
- **Empower communities** to participate actively in project formulation and implementation of land reform projects."

The ABP, in parallel to the IDP, develops a Vision, Mission, Strategies and Projects. The proposed vision, capturing the essence of what the rural land ownership pattern should be, is expressed in the ABP as:

"We as the people of Amajuba, recognise that land is a finite resource on which the people of the district are dependent. We recognise that we need land: to live, to generate an income and for leisure and relaxation. In addition we recognise that we also need to make provision for the conservation of natural resources to sustain our communities in current and future generations. We further recognise that in order to uplift our rural people we need to ensure that they are able to secure a bundle of rights to land that encourages: investment; productive use and conservation of land; eradication of poverty and create social and economic opportunities for disadvantaged groups in the district. Finally we consider it essential that land as a productive resource is distributed equitably between individuals of differing cultural groups making up the Amajuba population."

The key objective to achieve the vision is summarised as follow:

Achieve the transfer of 165,893 hectares (being 30%) of productive agricultural land to HDIs by 2014.

The supportive objectives to the key objective are:

- Resolving land reform claims:
- Resolve land restitution claims on 151,937 ha, involving 826 farms as apriority prior to new land reform projects being identified.
- Resolve labour tenant claims numbering 8,628, which could require between 8,628 hectares (if units are 1 ha each) to 43,140 ha (if units are on average 5 ha).
- Differentiating between differing land reform requirements
- Differentiate the need for access to ownership of land by farm dwellers: (i) for residential and livelihood strategies and (ii) for productive agricultural use.
- Future productive agricultural land reform projects should be located on areas of high potential with access to markets and necessary support structures
- Land reform projects aimed at housing should be located in identified nodes and centres to optimise servicing potential and economic opportunities;
- Subsistence land reform projects should be located on good quality grazing land with access to services and controls on numbers to avoid overcrowding in increased levels of poverty occurring on these properties.

DLA projects are also linked to agricultural and market research where new crop opportunities are identified for entrant farmers into the commercial markets.

The ABP develops several strategies to achieve the vision, mission and objectives which are summarised as follows:

- Establish a local land forum between DLA, RLCC, Commercial farmers and beneficiaries to agree priorities, establish principles of engagement on projects, resolve conflicts, share information and identify accountability for achievement of results. This local forum to report any problems to the Provincial land forum.
- Ensure there is a Municipal local level forum to co-ordinate the various government department activities around projects.
- Focus attention on resolving the restitution claims as a priority through DLA LRPO staff assisting RLCC staff with development of business plans, setting up institutional structures to own and manage land and develop viable businesses to manage the projects.
- Resolve labour tenant claims in co-operation with organised agriculture and claimants through a process of systematic scheduling claims in order of date lodged, facilitation of the rapid negotiation between parties to achieve a settlement option and resolution as speedily as possible. Include the identification of potential agri-villages on major corridors to accommodate claims on multiple farms that are in close proximity.
- When embarking on land reform projects document the differing aspirations of beneficiaries to be able to group those who want residential rights, those who want to farm commercially and those that require some small a of land to pursue livelihood strategies dependent on land as resource.
- Develop programmes of assistance to existing projects to optimise the chances of successful outcome, being prepared to facilitate institutional reform if deemed necessary.
- Develop agri-processing ventures along the N11 as a development corridor for entrant farmers (30%) into the land market.

11.5.3.1 Key Land Reform Information

Human settlement very much changed from the Apartheid settlement form, with racial and class integration having taken place to a large degree.

43% of previously white farm land has been, or is in the process of being, transferred to black communities.

Urban population: 57%, Rural population: 43%

Table 88: Status of Land claims

STATUS	NUMBER
Gazetted Restitution claims	832
Redistribution	131
Settled Claims	744

11.5.4 Rural Development

Despite years of somewhat good Integrated Development Planning processes in Amajuba District Municipality, issues of land tenure reform have in the final analysis remained minimal and secluded due to a lack of high-level integration and alignment between land tenure reform and spatial planning within the municipality.

Lack of sustained co-ordination between the Department of Land Affairs, Commission for Restitution of Lands Rights and municipalities in the District has manifested itself in delays in the provision of basic services to

communities that were assisted to reclaim their land and to gain access to land such as Ndlamlenze, Amantungwa and Thekwane etc. Rural development is intended to create vibrant, equitable and sustainable rural communities. The national government seeks to achieve this through a strategy based on:

- Co-ordinated and integrated broad-based agrarian transformation;
- Strategically increasing rural development; and
- Improved land reform programme.

11.1.1 Basic Service Delivery SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Well-developed infrastructure network particularly in Newcastle including the availability of bulk infrastructure and services to support the economy and meet basic needs. • Well established traditional urban settlements in Utrecht, Newcastle and Dannhauser. • Technohub towards promotion of an innovative region. • Good access to social facilities and infrastructure (schools and health facilities). • Level 2 Accreditation for the delivery of housing projects. • Availability of valuable agricultural land. 	<ul style="list-style-type: none"> • General trend of ageing infrastructure. • Water losses due to old infrastructure. • Limited capacity for future development. • Huge housing backlogs. • High majority of gravel roads in Newcastle East. • Slow pace of housing projects. • Lack of bulk services in the rural settlements. • Poor storm water management. • Illegal dumping.
Opportunities	Threats
<ul style="list-style-type: none"> • Urban renewal programme. • Municipal Infrastructure Grant and other conditional grants. • Informal Settlement Upgrading Programme. • Public private partnerships. • Development of the New dam (Ncandu) 	<ul style="list-style-type: none"> • Increasing rate of urbanisation in Newcastle, more specifically around areas where there is inadequate bulk infrastructure such as the JBC. • Continued deterioration of infrastructure particularly in areas where there is high urbanisation.

11.1.2 Human Settlement Programme

The Department of Human Settlement is responsible for this function, for programmes please refer to 12.5

11.2 Service Delivery Plan 2015/16

TYPE - A	FOCUSED ON THE PROVISION AND MAINTENANCE OF INFRASTRUCTURE WITH REGARDS TO: HUMAN SETTLEMENTS/WATER/ELECTRICITY/SANITATION/ROADS					
PGDS GOALS	DISTRICT PRIORITIES	SERVICE DELIVERY PLANS (CATALYSTIC PROJECTS)	FUNDING SOURCE	BUDGET	LOCALITY	OUTCOME (AS PER 14 OUTCOMES)
Strategic infrastructure	Integrated Service Delivery	EPWP INCENTIVE :JOB Creation programme	DPWRT	R 1 672 301,00	ADM	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Rural transport and Inf grant	DOT	R -25 755,00	ADM	Outcome 6
Strategic infrastructure	Integrated Service Delivery	the electrification of Emadlangeni Boreholes	COGTA	R 63 419,00	ADM	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Feasibility study towards Emadlangeni Household Sanitation project	COGTA	R 71 400,00	Emadlangeni	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Emadlangeni Rural Water Supply Phase 1 (Development of water sources)	COGTA	R 654 518,00	Emadlangeni	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Buffalo flats ph 3	MIG	R 5 468 654,00	Dannhauser	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Buffalo flats Sanitation	MIG		Dannhauser	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Emadlangeni Sanitation	MIG			Outcome 6
Strategic infrastructure	Integrated Service Delivery	Groundwater Re-furbishment	DWA	R 312 538,00	Emadlangeni	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Emadlangeni Bulk line	DWA	R -662 290,00	Emadlangeni	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Re-furbishment of Durnacol WWT	DWA	R 1 822 429,00	Dannhauser	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Re-furbishment of Durnacol WWTP	DWA		Dannhauser	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Re-furbishment of Welgedacht WWTP	DWA		Emadlangeni	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Borehole prog : NTRS	DWA		Emadlangeni	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Utrecht Ponds	COGTA	R 100 719,00	Emadlangeni	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Emafuseni WCWDM		R 491 510,00		Outcome 6
Strategic infrastructure	Integrated Service Delivery	NDH WCWDM		R 3 680 000,00	ADM	Outcome 6
Strategic infrastructure	Integrated Service Delivery	COGTA Maintenance Grant Ph1		R 752 290,00	ADM	Outcome 6
Strategic infrastructure	Integrated Service Delivery	COGTA Maintenance Grant Ph2		R 2 870 000,00	ADM	Outcome 6
Strategic infrastructure	Integrated Service Delivery	MWIG: Emadlangeni Rural Water Supply	MIG		Emadlangeni	Outcome 6

Strategic infrastructure	Integrated Service Delivery	ACIP: Tweediedale WWTP	MIG	R -982 456,00	Emadlangeni	Outcome 6
Strategic infrastructure	Integrated Service Delivery	NTRS: Dannhauser WWTP	MIG		Dannhauser	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Rehabilitation of 20 km of Town Access Roads	Cogta: Small Town Rehabilitation; MIG; Neighbourhood Grant	R 35 000 000	Ward 2	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Wit Mfolosi : Roads Rehabilitation (Gravel)	MIG, DOT	R 6 000 000	Ward 1	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Berrouw : Roads Rehabilitation (Gravel)	MIG, DOT	R 11 850 000	Ward 3	Outcome 6
Strategic infrastructure	Integrated Service Delivery	EHLANZENI VALLEY Accesss GRAVEL ROAD REHABILITATION- WARD 1	MIG, DOT	R 4 500 000	Ward 1	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Lenz Link Gravel Road - Rehabilitation	MIG, DOT	R 3 375 000	Ward 1	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Khayaletshu / North Hill Gravel Road - Rehabilitation	MIG, DOT	R 6 225 000	Ward 2	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Vaalbank 1 & 2 Gravel Roads - Rehabilitation	MIG, DOT	R 18 975 000	Ward 3&4	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Groenvlei Gravel Roads - Rehabilitation	MIG, DOT	R 4 125 000	Ward 4	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Rondavel Access Gravel Road- Rehabilitation	MIG, DOT	R 2 250 000	Ward 4	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Fencing Utrecht(Emadlangeni)Municipal Services	MIG, DOT	R 4 421 250	Ward 2	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Mlwane Gravel Road - Rehabilitation	MIG, DOT	R 3 375 000	Ward 1	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Mgundeni Link Access Road- Rehabilitation	MIG, DOT	R 3 375 000	Ward 1	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Sithole Link Gravel Road - Rehabilitation		R 4 800 000	Ward 1	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Kwa-Thuthuka Gravel Road - Rehabilitation	MIG, DOT	R 3 375 000	Ward 4	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Isihlahla Road Extension - Rehabilitation		R 4 500 000	Ward 3	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Esitelenga Gravel Road - Rehabilitation	MIG, DOT	R 4 800 000	Ward 4	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Kwa-Malambana (Nhlazadolo) Gravel Road Rehabilitation	MIG, DOT	R 3 375 000	Ward 3	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Emxhakeni - Gravel Access Road	MIG, DOT	R 15 769 341	Ward 3	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Hoogenoeg Gravel Road (Ward 3)- Rehabilitation	MIG, DOT	R 4 026 000	Ward 3	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Slagveld Gravel Road - Rehabilitation	MIG, DOT	R 3 500 000	Ward 1	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Enzimane Gravel Road (Ward 1) - Rehabilitation	MIG, DOT	R 9 000 000	Ward 1	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Ezihlabathini (Kwa-Nzima) Gravel Road - Rehabilitation (Ward 1)	MIG, DOT	R 3 336 997	Ward 1	Outcome 6

Strategic infrastructure	Integrated Service Delivery	Inkululeko Yomphakathi Rural Area Roads	MIG, DOT	R 3 769 940	Ward 3	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Replacement of Electrical Metre Boxes	MIG, COGTA: Small Town Rehabilitation; Neighbourhood Grant - National Treasury	R 10 000 000	Ward 2	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Replacement Of Electrical Cables	MIG, COGTA: Small Town Rehabilitation; Neighbourhood Grant - National Treasury	R 6 000 000	Ward 2	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Upgrading Of The Municipal Dump Site To Land Refill Site	MIG, COGTA: Small Town Rehabilitation; Neighbourhood Grant - National Treasury	R 15 000 000	Ward 2	Outcome 6
Strategic infrastructure	Integrated Service Delivery	High Mast Lights - Bensdorp, White City, Khayaletu	MIG, COGTA: Small Town Rehabilitation; Neighbourhood Grant - National Treasury	R 4 000 000	Ward 2	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Urban road		R 20 800 000	Dannhauser	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Access road		R 9 000 000	1, 9, 3	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Electricity		R 15 000 000	1, 3, 5, 8, 9	
Strategic infrastructure	Integrated Service Delivery	Ubuhlebomzinathi Housing	DHS	R 167 500 000	Ubuhlebomzinyathi	Outcome 8
Strategic infrastructure	Integrated Service Delivery	Dannhauser Housing	DHS	R 67 000 000	Dannhauser	Outcome 8
Strategic infrastructure	Integrated Service Delivery	Community Hall	MIG	R 4 500 000	Ward 6	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Appolo Lights		R 950 000	Ward 3, 9, 10	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Alternative energy		R 700 000	Ward 10	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Ramaphosa housing	DHS	R 13 000 000	Hattingspruit	Outcome 8
Strategic infrastructure	Integrated Service Delivery	Ngagane water treatment plant	DWA	R 232 000 000,00	Ward 21	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Construction of Ncandu River Bridge	NLM	R 23 000 000,00	Ward 4 / Newcastle CBD	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Ntshingwayo to Ngagane Raw water pipeline	DWA	R 175 000 000,00	Ward 1 and 21	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Construction of Ncandu Dam	DWA	R 975 000 000,00		Outcome 6
Strategic infrastructure	Integrated Service Delivery	Madadeni WWTP	MIG	R 114 000 000,00	Ward 28, 20, 26, 24...	Outcome 6

Strategic infrastructure	Integrated Service Delivery	Siyahlala Housing project	DOHS	R 93 441 600,00	Ward 25	Outcome 8
Strategic infrastructure	Integrated Service Delivery	Blaaubosch housing Development Phase 1	DOHS	R 156 592 548,00	Ward 15 and 16	Outcome 8
Strategic infrastructure	Integrated Service Delivery	Staffordhill Waterborne sewerage Scheme Phase 4	MIG	R 22 000 000,00	Ward 14, 19, 29, 31, and portion of 18	Outcome 6
Strategic infrastructure	Integrated Service Delivery	Widening of Albert Wessels/ Asiphephe road	NLM	R 23 000 000,00	NLM	Outcome 6
B	LEADING AND SUSTAINABLE URBAN AND RURAL DEVELOPMENT					
PGDS GOALS	DISTRICT PRIORITIES	SERVICE DELIVERY PLANS (CATALYSTIC PROJECTS)	FUNDING SOURCE	BUDGET	LOCALITY	OUTCOME (AS PER 14 OUTCOMES)
Strategic Infrastructure	Social Facilitation And Development	Amajuba Broadband Network	Doc And Adm	R 70 000 000,00	Adm	Outcome 2
Strategic Infrastructure	Social Facilitation And Development	Upgrading Kwamdakane Thusong Service Centre	Cogta, Adm	R 3 500 000,00	Ward 11 Ndh	Outcome 2
Strategic Infrastructure	Social Facilitation And Development	Thusong Service Mobile Truck	Cogta, Adm	R 1 500 000,00	Tbi	Outcome 2
Strategic Infrastructure	Social Facilitation And Development	Newcastle Thusong Program		R 7 000 000,00	Tbi	Outcome 2
Strategic Infrastructure	Social Facilitation And Development	Emadlangeni Thusong Program		R 7 000 000,00	Tbi	Outcome 2
Strategic Infrastructure	Social Facilitation And Development	Upgrade Groenevlei Sport Field	Dsr Adm	R 2 500 000,00	Ward 3 Nut	Outcome 2
Strategic Infrastructure	Social Facilitation And Development	Construction Of Kingsly Sport Field	Dsr Adm	R 2 500 000,00	Ward 1 Nut	Outcome 2
Strategic Infrastructure	Social Facilitation And Development	Construction Of Nzima Sport Field	Dsr Adm	R 2 500 000,00	Ward 4 Nut	Outcome 2
Strategic Infrastructure	Social Facilitation And Development	Construction Of Mabaso Sport Field	Dsr Adm	R 2 500 000,00	Ward 1 Nut	Outcome 2
Strategic Infrastructure	Integrated Service Delivery	Osizweni Sports Ground	Dsr	R 355 999,98	Newcastle	Outcome 6
Strategic Infrastructure	Social Facilitation And Development	Upgrade Dicks Sport Facility (Clemount)	Adm Dsr	R 1 035 000,00	Ward 6 Nn	Outcome 2
Strategic Infrastructure	Social Facilitation And Development	Upgrade Mxhakeni Sport Facility (Beuroau)	Adm Dsr	R 1 045 000,00	Ward 4 Nut	Outcome 2
Strategic Infrastructure	Social Facilitation And Development	Upgrade Anneville Sport Facility (Kwamdakane)	Adm Dsr	R 1 045 000,00	Ward 11 Ndh	Outcome 2
Strategic Infrastructure	Social Facilitation And Development	Maitain Kwamdakane Sports Hall	Adm Dsr	R 500 000,00	Ward 7 Ndh	Outcome 2
Strategic Infrastructure	Social Facilitation And Development	Upgrade Emafusini Sports Field	Adm Dsr	R 1 200 000,00	Ward 2 Ndh	Outcome 2
Strategic Infrastructure	Social Facilitation And Development	Refurbishment Of Osizweni Cricket Oval	Adm Srd	R 2 100 000,00	Ward 10 Nn	Outcome 2
Strategic Infrastructure	Social Facilitation And Development	Upgrading Of Bendorp Sports Field	Adm Srd	R 263 000,00	Ward 2 Nut	Outcome 2
Strategic Infrastructure	Social Facilitation And Development	Mini Sports Complex	Dlm	R 1 200 000,00	Dlm	Outcome 2
		Urban Renewal Project		R 39 000 000	Ward2	

		Street Lights Main Street		R 1 500 000	Ward2	
		Starter Shops		R 1 500 000	Dannhauser	
		Traffic Centre		R 12 800 000	Dannhauser	
		Civic Centre		R 50 000 000	Dannhauser	
		Massification For Basic Services In Ngogo, Normandien And Charlestown	Cogta	R 5 000 000,00	Ward 1 Nn	
C	PROMOTING SUSTAINABLE CHANGE IN SOCIAL AND ECONOMIC RELATIONS					
PGDS GOALS	DISTRICT PRIORITIES	SERVICE DELIVERY PLANS (CATALYSTIC PROJECTS)	FUNDING SOURCE	BUDGET	LOCALITY	OUTCOME (AS PER 14 OUTCOMES)
Job Creation	Economic Development	Amajuba Livestock Production Programme	DAERD	R 10 000 000,00	ADM	Outcome 4
Job Creation	Economic Development	Grain Crop Programme	DAERD	R 20 000 000,00	Emadlangeni	Outcome 4
Job Creation	Economic Development	Vegetable Production Programme	DAERD and COGTA	R 100 000 000,00	Newcastle, Dannhauser	Outcome 4
Strategic Infrastructure	Social Facilitation and Development	Amajuba Sports Complex	ADM	R 5 000 000,00	Ward 2 NN	Outcome 2
Strategic Infrastructure	Social Facilitation and Development	Sport Development Programmes	ADM	R 6 500 000,00		Outcome 2
Strategic Infrastructure	Social Facilitation and Development	District Sports Development Sector Plan	ADM, DSR			Outcome 2
Strategic Infrastructure	Social Facilitation and Development	Durnacol Sports Complex	MIG, DLM	R 7 000 000,00	Ward 1 NDH	Outcome 2
Strategic Infrastructure	Social Facilitation and Development	Dannhauser Cricket Pitch	ADM, DSR	R 500 000,00	Dannhauser	Outcome 2
Strategic Infrastructure	Social Facilitation and Development	Brief profile of beneficiaries or benefits	Office of the Premier, ADM	R 2 500 000,00		Outcome 2
Strategic Infrastructure	Social Facilitation and Development	Arts and Culture	DAC, ADM	R 3 000 000,00		Outcome 2
Strategic Infrastructure	Social Facilitation and Development	Upgrade of Osizweni Arts and Culture	DAC, ADM	R 5 000 000,00		Outcome 2
Strategic Infrastructure	Social Facilitation and Development	Thusong Service Mobile Truck	COGTA, ADM	R 1 500 000,00	TBI	Outcome 2
Strategic Infrastructure	Social Facilitation and Development	Newcastle Thusong Program		R 7 000 000,00	TBI	Outcome 2
Strategic Infrastructure	Social Facilitation and Development	Emadlangeni Thusong Program		R 7 000 000,00	TBI	Outcome 2
Strategic Infrastructure	Social Facilitation and Development	Upgrade Groenevlei Sport field	DSR ADM	R 2 500 000,00	Ward 3 NUT	Outcome 2
Strategic Infrastructure	Social Facilitation and Development	Construction of Kingsly Sport field	DSR ADM	R 2 500 000,00	Ward 1 NUT	Outcome 2
Strategic Infrastructure	Social Facilitation and Development	Construction of Nzima Sport field	DSR ADM	R 2 500 000,00	Ward 4 Nut	Outcome 2
Strategic Infrastructure	Social Facilitation and Development	Construction of Mabaso Sport field	DSR ADM	R 2 500 000,00	Ward 1 NUT	Outcome 2

Strategic Infrastructure	Social Facilitation and Development	Upgrade Dicks Sport Facility (Clemount)	ADM SRD	R	1 035 000,00	Ward 6 NN	Outcome 2
Strategic Infrastructure	Social Facilitation and Development	Upgrade Mxhakeni Sport Facility (Beuroau)	ADM SRD	R	1 045 000,00	Ward 4 NUT	Outcome 2
Strategic infrastructure	Social Facilitation and Development	Upgrade Anneville Sport Facility (KwaMdakane)	ADM SRD	R	1 045 000,00	Ward 11 NDH	Outcome 2
Strategic infrastructure	Social Facilitation and Development	Maitain KwaMdakane Sports Hall	ADM SRD	R	500 000,00	Ward 7 NDH	Outcome 2
Strategic infrastructure	Social Facilitation and Development	Upgrade Emafusini Sports field	ADM SRD	R	1 200 000,00	Ward 2 NDH	Outcome 2
Strategic infrastructure	Social Facilitation and Development	Refurbishment of Osizweni Cricket Oval	ADM SRD	R	2 100 000,00	Ward 10 NN	Outcome 2
Strategic infrastructure	Social Facilitation and Development	Upgrading of Bensdorp Sports field	ADM SRD	R	263 000,00	Ward 2 NUT	Outcome 2
Strategic infrastructure	Social Facilitation and Development	Mini sports complex	DLM	R	1 200 000,00	DLM	Outcome 2
D	LEVERAGING CORRIDOR DEVELOPMENT AND REHABILITATION OF SMALL TOWN						
PGDS GOALS	DISTRICT PRIORITIES	SERVICE DELIVERY PLANS (CATALYSTIC PROJECTS)	FUNDING SOURCE	BUDGET	LOCALITY	OUTCOME (AS PER 14 OUTCOMES)	
Job Creation	Economic Development	INDUSTRIAL AREA UPGRADE		R 39 000 000	DANNHAUSER	Outcome 4	
Environmental sustainability	Economic Development and Environmental management	Landscaping central business district at Madadeni & Osizweni (Phase 2)	COGTA	R 4 000 000,00	Ward 10 Madadeni CBD and Osizweni CBD	outcome 10	
Job Creation	Economic Development	Aquaponics Project	COGTA	R 20 000 000,00	Emadlangeni	Outcome 4	
E	GEARED TOWARDS THE ACHIEVEMENT OF MILLENIUM DEVELOPMENT GOALS						
PGDS GOALS	DISTRICT PRIORITIES	SERVICE DELIVERY PLANS (CATALYSTIC PROJECTS)	FUNDING SOURCE	BUDGET	LOCALITY	OUTCOME (AS PER 14 OUTCOMES)	
Human and community development	Social facilitation and development	Madadeni Swimming Pool	NLM	R 12 000 000,00	Ward 23 NLM	Outcome 2	
Human and community development	Social facilitation and development	Mzamo School Relocation	DOE	R 17 000 000,00	Ward 12 NLM	Outcome 2	
Human and community development	Social facilitation and development	Newcastle Cultural Precinct Development	DAC	R 43 000 000,00	Ward 4 NLM	Outcome 2	
F	GEARED TOWARDS MASSIVE JOB CREATION AND LOCAL ECONOMIC DEVELOPMENT						
PGDS GOALS	DISTRICT PRIORITIES	SERVICE DELIVERY PLANS (CATALYSTIC PROJECTS)	FUNDING SOURCE	BUDGET	LOCALITY	OUTCOME (AS PER 14 OUTCOMES)	

Job creation	Economic Development, social facilitation and development	Farming initiative	DRA	R 3 000 000,00	Ward 1	Outcome 7
Strategic infrastructure	Economic Development	Rehabilitation of Newcastle Airport	COGTA	R 4 000 000,00	Ward 1 NLM	Outcome 4
Job creation	Economic Development	Ngogo Fresh Produce Market	Office of the Premier, COGTA, DTPW	R 65 000 000,00	Ward 25	Outcome 7
G	PROMOTING INTEGRATION OF PLANNING AND DEVELOPMENT (IDP'S)					
PGDS GOALS	DISTRICT PRIORITIES	SERVICE DELIVERY PLANS (CATALYSTIC PROJECTS)	FUNDING SOURCE	BUDGET	LOCALITY	OUTCOME (AS PER 14 OUTCOMES)
No projects identified under type G						
H	Aligned to (or Localising) Provincial and National Priorities					
PGDS GOALS	DISTRICT PRIORITIES	SERVICE DELIVERY PLANS (CATALYSTIC PROJECTS)	FUNDING SOURCE	BUDGET	LOCALITY	OUTCOME (AS PER 14 OUTCOMES)
Strategic infrastructure	Integrated service delivery	Widening of P483 road	DPWRT	R 600 000 000,00	Ward 25, 21, 20, 16, 12, 6,7	Outcome 6
I	Promoting sustainability of the environment					
PGDS GOALS	DISTRICT PRIORITIES	SERVICE DELIVERY PLANS (CATALYSTIC PROJECTS)	FUNDING SOURCE	BUDGET	LOCALITY	OUTCOME (AS PER 14 OUTCOMES)
Environmental Sustainability	Environmental Management	Amajuba Air Quality Management Plan	DAERD, COGTA and ADM	R 800 000,00	ADM	Outcome 10
J	PROMOTING: GOOD GOVERNANCE / INSTITUTIONAL DEVELOPMENT/FINANCIAL VIABILITY					
PGDS GOALS	DISTRICT PRIORITIES	SERVICE DELIVERY PLANS (CATALYSTIC PROJECTS)	FUNDING SOURCE	BUDGET	LOCALITY	OUTCOME (AS PER 14 OUTCOMES)
No projects identified under type G						

12 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

12.1 Legislative Framework

The Annual Budget and the IDP are inextricably linked to one another, something that has been formalised through the promulgation of the Municipal Finance Management Act (2004). Chapter 4 and Section 21 (1) of the Municipal Finance Management Act (MFMA) indicates that:

The Mayor of a municipality must-

- (c) *At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for-*
 - i. *The preparation, tabling and approval of the annual budget;*
 - ii. *The annual review of-*
 - cc) *The integrated development plan in terms of section 34 of the Municipal Systems Act; and*
 - dd) *The budget related policies.*
 - iii. *The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and*
 - iv. *The consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).*

12.2 Financial Policies

In order for the municipality to administer financial operations that will benefit the consumers to an optimal level, it's vital for the municipality to ensure that there are mechanisms in place to prevent maladministration of funds. Currently the ADM utilizes these policies enlisted below as an effective tool to guide the functions within the finance department:

- Revenue Enhancement Strategy
- Supply Chain Management Policy
- Asset Management Policy
- Debt Collection Policy
- Budget Policy
- Irregular Expenditure Policy
- Anti-Fraud and Anti-Corruption Policy
- Investment Policy

12.2.1 Supply Management Policy

Council resolves in terms of section 111 of the Local Government Municipal Finance Management Act (No. 56 of 2003), to adopt the following proposal as the Supply Chain Management Policy of the Amajuba District Municipality:

- (1) All officials and other role players in the supply chain management system of the municipality must implement this Policy in a way that –
 - (a) gives effect to –
 - (i) section 217 of the Constitution; and
 - (ii) Part 1 of Chapter 11 and other applicable provisions of the Act;
 - (b) is fair, equitable, transparent, competitive and cost effective;
 - (c) complies with –
 - (i) the Regulations; and

- (ii) any minimum norms and standards that may be prescribed in terms of section 168 of the Act;
 - (d) is consistent with other applicable legislation;
 - (e) does not undermine the objective for uniformity in supply chain management systems between organs of state in all spheres; and
 - (f) is consistent with national economic policy concerning the promotion of investments and doing business with the public sector.
- (2) This Policy applies when the municipality
- (a) procures goods or services;
 - (b) disposes goods no longer needed;
 - (c) selects contractors to provide assistance in the provision of municipal services otherwise than in circumstances where Chapter 8 of the Municipal Systems Act applies; or
 - (d) selects external mechanisms referred to in section 80 (1) (b) of the Municipal Systems Act for the provision of municipal services in circumstances contemplated in section 83 of that Act
- (4) This Policy, except where provided otherwise, does not apply in respect of the procurement of goods and services contemplated in section 110(2) of the Act, including –
- (a) water from the Department of Water Affairs or a public entity, another municipality or a municipal entity; and
 - (b) electricity from Eskom or another public entity, another municipality or a municipal entity.

Amendment of the supply chain management policy:

3. (1) The accounting officer must –
- (a) at least annually review the implementation of this Policy; and
 - (b) when the accounting officer considers it necessary, submit proposals for the amendment of this Policy to the council.
- (2) If the accounting officer submits proposed amendments to the council that differs from the model policy issued by the National Treasury, the accounting officer must –
- (a) ensure that such proposed amendments comply with the Regulations; and
 - (b) report any deviation from the model policy to the National Treasury and the relevant provincial treasury.
- (3) When amending this supply chain management policy the need for uniformity in supply chain practices, procedures and forms between organs of state in all spheres, particularly to promote accessibility of supply chain management systems for small businesses must be taken into account.

Delegation of supply chain management powers and duties:

4. (1) The council hereby delegates all powers and duties to the accounting officer which are necessary to enable the accounting officer –
- (a) to discharge the supply chain management responsibilities conferred on accounting officers in terms of –
 - (i) Chapter 8 or 10 of the Act; and
 - (ii) this Policy;
 - (b) to maximise administrative and operational efficiency in the implementation of this Policy;
 - (c) to enforce reasonable cost-effective measures for the prevention of fraud, corruption, favouritism and unfair and irregular practices in the implementation of this Policy; and

- (d) to comply with his or her responsibilities in terms of section 115 and other applicable provisions of the Act.
- (2) Sections 79 and 106 of the Act apply to the subdelegation of powers and duties delegated to an accounting officer in terms of subparagraph (1).
- (3) The accounting officer may not sub delegate any supply chain management powers or duties to a person who is not an official of the municipality or to a committee which is not exclusively composed of officials of the municipality;
- (4) This paragraph may not be read as permitting an official to whom the power to make final awards has been delegated, to make a final award in a competitive bidding process otherwise than through the committee system provided for in paragraph 26 of this Policy.

Sub delegations

- 5.(1) The accounting officer may in terms of section 79 or 106 of the Act sub delegate any supply chain management powers and duties, including those delegated to the accounting officer in terms of this Policy, but any such sub delegation must be consistent with subparagraph (2) of this paragraph and paragraph 4 of this Policy.
- (2) The power to make a final award –
 - (a) above R10 million (VAT included) may not be sub delegated by the accounting officer;
 - (b) above R2 million (VAT included), but not exceeding R10 million (VAT included), may be sub delegated but only to –
 - (i) the chief financial officer;
 - (ii) a senior manager; or
 - (iii) a bid adjudication committee of which the chief financial officer or a senior manager is a member; or
 - (c) not exceeding R2 million (VAT included) may be sub delegated but only to –
 - (i) the chief financial officer;
 - (ii) a senior manager;
 - (iii) a manager directly accountable to the chief financial officer or a senior manager; or
 - (iv) a bid adjudication committee.
- (3) An official or bid adjudication committee to which the power to make final awards has been subdelegated in accordance with subparagraph (2) must within five days of the end of each month submit to the official referred to in subparagraph (4) a written report containing particulars of each final award made by such official or committee during that month, including–
 - (a) the amount of the award;
 - (b) the name of the person to whom the award was made; and
 - (c) the reason why the award was made to that person.
- (4) A written report referred to in subparagraph (3) must be submitted –
 - (a) to the accounting officer, in the case of an award by –
 - (i) the chief financial officer;
 - (ii) a senior manager; or
 - (iii) a bid adjudication committee of which the chief financial officer or a senior manager is a member; or
 - (b) to the chief financial officer or the senior manager responsible for the relevant bid, in the case of an award by –
 - (i) a manager referred to in subparagraph (2)(c)(iii); or

- (ii) a bid adjudication committee of which the chief financial officer or a senior manager is not a member.
- (5) Subparagraphs (3) and (4) of this policy do not apply to procurements out of petty cash.
- (6) This paragraph may not be interpreted as permitting an official to whom the power to make final awards has been sub delegated, to make a final award in a competitive bidding process otherwise than through the committee system provided for in paragraph 26 of this Policy.
- (7) No supply chain management decision-making powers may be delegated to an advisor or consultant.

Oversight role of council

- 6.(1) The council reserves its right to maintain oversight over the implementation of this Policy.
- (2) For the purposes of such oversight the accounting officer must –
 - (a) (i) within 30 days of the end of each financial year, submit a report on the implementation of this Policy and the supply chain management policy of any municipal entity under the sole or shared control of the municipality, to the council of the municipality; and
 - (ii) whenever there are serious and material problems in the implementation of this Policy, immediately submit a report to the council.
- (3) The accounting officer must, within 10 days of the end of each quarter, submit a report on the implementation of the supply chain management policy to the mayor.
- (4) The reports must be made public in accordance with section 21A of the Municipal Systems Act.

Supply chain management unit

- 7. (1) A supply chain management unit is hereby established to implement this Policy.
- (2) The supply chain management unit operates under the direct supervision of the chief financial officer or an official to whom this duty has been delegated in terms of section 82 of the Act.

Training of supply chain management officials

- 9 The training of officials involved in implementing this Policy should be in accordance with any Treasury guidelines on supply chain management training.

12.2.2 Indigent Policy

The Policy represents one element of Amajuba District Municipality's total "Free Basic Services" initiative.

The purpose of this document is to outline the Indigent Support Policy of Amajuba District Municipality, and to set out the administrative procedures for the Policy.

The key purpose is to ensure that households with no or lower income are not denied *access to basic services*, and that the municipality is not burdened with non- payment of services. Provided that grants are received and funds are available, the indigent support policy should remain intact.

Legislative Authority

Section 97(1)(c) of the *Local Government Municipal System Act, 2000* states that a municipality must provide in its debt collection and credit control policy for indigent debtors in a manner that is consistent with its rates and tariff policies and any national policy on indigents.

Section 74.2(c) of the *Local Government Municipal System Act, 2000* states that a poor household must have access to at least one basic service through -

- Tariffs that cover only operating and maintenance cost
- Special tariffs or life line tariffs for low levels of use or consumption of services; and
- Any other direct or indirect method of subsidization of tariffs for poor households.

In terms of section 27 of the South African Constitution Act, 1996(Act 108 of 1996), everyone has the right to have access to:

- a) Health care services
- b) Sufficient food and water; and
- c) Social security including, if they are unable to support themselves and their dependents, appropriate social assistance.

Benefits

No amount shall be paid to any person or body, but shall be transferred as a credit towards the approved account holder's municipal services account in respect of the property concerned.

➤ Free Basic Services

- Water

Indigent debtors will receive 6kl of water free of charge on a monthly basis.

- Sewerage

Indigent debtors will receive a full rebate of the amount charged as described by the budget on a monthly basis.

- Service delivery benefits

The Municipality will take reasonable precaution within its means to ensure the minimization of loss or wastage of services at indigent households by installing restrictors or similar devices. This will ensure the limitation of the consumption of services and secure the affordability of monthly levies for that portion of services which are not discounted or exempted.

- Principle of Payment for Services

The policy on provision of services should endeavour to provide services in accordance with the amount available for subsidization. It is however important to note that the subsidy received, in the majority of cases, does not cover the full account. In such event the consumer is still responsible for the balance between the full account and the subsidy received. Special consideration of financial

relief will be given to child-headed households where such households are in need of additional support in terms of basic services.

- Other benefits

Indigent households are entitled to all other benefits in terms of any of other approved policies of Council.

The Indigent support policy is only one element of Amajuba District Municipality's initiative for Free Basic Services.

The indigent support should be seen as a revenue protection mechanism for Amajuba District Municipality; the municipality and its officials must apply the policy fairly and consistently. For consistency to prevail; uniform standards and practices are being established in this Policy and must be adhered to.

In terms of section 17(1) (e) of the MFMA, this policy must be reviewed on an annual basis and the reviewed policy tabled to Council for approval as part of the budget process.

12.2.3 Asset Management Policy

The responsibility for asset management is derived from the MFMA. In terms of Section 60 of the MFMA, the municipal manager is the accounting officer of the municipality. Section 63 (i) of the MFMA states that the: "the accounting officer is responsible for the management of the assets of the municipality, including the safeguarding and the maintenance. Section 63 (2) of the MFMA states that the: "the accounting officer for the purposes of the subsection (1) takes all reasonable steps to ensure that the municipality has and maintains a management, accounting and information system that accounts for the assets and liabilities of the municipality and the assets are valued in terms of the generally recognized accounting practice and that the municipality has and maintains a system of internal controls of assets and liabilities, including an assets and liabilities register, as may be prescribed".

Accounting for property, plant and equipment

- Property, plant and equipment is stated at historical cost, less accumulated depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.
- Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Amajuba District Municipality and the cost of the item can be measured reliably.
- All other repairs and maintenance are charged to the Statement of Financial Performance during the financial period in which they are incurred.
- The cost of an item of property, plant and equipment acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary asset or monetary assets are measured at its fair value. If the acquired item could not be measured at its fair value, its cost was measured at the carrying amount of the asset given up.
- Depreciation is straight-lined over the estimated useful economic life of the assets beginning when the asset is ready to be put to use.

- Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost to their residual values over their estimated useful lives, as follows:

Table 89: Tariffs

	Years		Years
Infrastructure		Buildings	
Water		Buildings	30
Sewerage		Specialist Vehicles	10
		Other Vehicles	5
		Office Vehicles	3-7
		Furniture and Fittings	7-10
		Bins and Containers	5
Community		Other items of Plant and Equipment	2-5
Buildings		Landfill Sites	15
Recreational Facilities	20-30	Desks	5
		Chairs	5
		Tables	5
		Cabinets	5
		Cupboards	5
		Air Conditioners	10
		IT Equipment (hardware)	3
		Mobile Water Purification units	5

- The assets residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.
- The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In reassessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account.
- Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.
- Where the carrying amount of an item of property, plant and equipment is greater than the estimated recoverable amount, it is written down immediately to its recoverable amount and an impairment loss is charged to the Statement of Financial Performance.
- Where items of property, plant and equipment have been impaired, the carrying value is adjusted by the impairment loss, which is recognized as an expense in the period that the impairment reverses a previous revaluation.
- Where impaired land and buildings are revalued, the increase in value of land and buildings are recognized as revenue to the extent that it reverses the impairment loss previously recognized as an expense.
- The gain or loss on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying value and is recognized in the Statement of Financial Performance.

- For component accounting, a number of essential components have been identified. The useful life of the various components has been determined.
- The cost of self-constructed property, plant and equipment comprises the direct cost of materials; direct manufacturing expenses, appropriate allocations of material and manufacturing overheads.
- If the construction phase of property, plant or equipment extends over a long period, the interest incurred on borrowed capital up to the date of completion is capitalized as part of the cost of acquisition or construction.
- New installations under construction are valued at the expense already incurred, including interest during the installation period. For buildings, interest paid on construction loans is capitalized.
- To the extent a legal or constructive obligation to a third party exists, the acquisition cost includes estimated costs of dismantling and removing the asset and restoring the site.
- A change in estimated expenditures for dismantling, removal and restoration is added to and/or deducted from the carrying value of the related asset. To the extent that the change would result in a negative carrying amount, this effect is recognized as income. The change in depreciation charge is recognized prospectively.

Impairment of assets

- Property, plant and equipment and intangible assets are considered for impairment if there is a reason to believe that impairment may be necessary.
- Factors taken into consideration in reaching such a decision include the economic viability of that unit itself.
- Definite-lived intangible assets and property, plant and equipment are amortized over their estimated useful lives. The estimated useful lives are based on estimates of the period during which the assets will generate revenue.
- Definite-lived assets and property, plant and equipment are tested for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may no longer be recoverable.
- Estimates are also used in the course of acquisitions to determine the fair value of assets and liabilities acquired. Land, buildings and equipment are usually appraised independently, while marketable securities are valued at market price.
- If any intangible assets are identified, depending on the type of asset and the complexity of determining its fair value, Amajuba either consults with an independent appropriate valuation expert or develops the fair value internally, using an appropriate valuation technique which is generally derived from a forecast of the total expected future net cash flows.
- Assets may be valued using methods based on cost or market price depending on the type of asset and the availability of information.

Research and development

In addition to in-house research and development activities, various research and development collaborations and alliances are maintained with third parties that involve the provision of funding and/or payments for the achievement of performance milestones.

12.2.4 Anti-Fraud Anti-Corruption Policy

This policy is intended to set down the stance of Amajuba to “fraud and corruption”, as well as to reinforce existing systems, policies, procedures, rules and regulations of Amajuba aimed at deterring, preventing, detecting, reacting to, and reducing the impact of fraud and corruption, where such dishonest activities exist.

Furthermore, the purpose of this document is to confirm that Amajuba supports and fosters a culture of Zero Tolerance to fraud and corruption in all its activities. ‘Fraud and corruption’ includes, but is not limited to, the following:

(a) The following legal definitions:

- (i) **Fraud**, i.e. “The unlawful and intentional making of a misrepresentation resulting in actual or potential prejudice to another”;
- (ii) **Corruption** which could be summarized as: “giving or offering; receiving or agreeing to receive; obtaining or attempting to obtain any benefit which is not legally due to, or by a person who has been charged with a duty or power by virtue of any employment, to do any act or omit to do any act in relation to that power or duty”; and
- (iii) **Theft**, i.e. “ the unlawful and intentional misappropriation of another’s property or property which is in his/her lawful possession, with the intention to deprive the owner of its rights permanently”;

(b) Fraudulent or corrupt acts may include:

Systems issues: where a process/system exists which is prone to abuse by either employees or the public.
e.g.:

- Misadministration or financial misconduct in handling or reporting of money, financial transactions or other assets;
- Irregular collusion in the awarding of bids;
- Disclosing confidential or proprietary information to outside parties; and
- Irregular collusion in writing off of bad debts;

Financial Issues: i.e. where individuals or companies have fraudulently obtained money from Amajuba,
e.g.:

- Making a profit from insider knowledge;

Equipment and Resource Issues: i.e. where Amajuba’s equipment is used for personal benefit, e.g.:

- Personal use of vehicles hired by Amajuba;
- Theft of printer cartridges;
- Irregular destruction, removal, or abuse of records(including intellectual property) and equipment;

Other Issues: activities undertaken by officers of Amajuba which may be unlawful against Amajuba’s regulations or policies, falls below established standards or practices or amounts to improper conduct,
e.g.:

- Receiving undue gifts or favours for rendering services,
- e.g. expensive gifts in contradiction of the Code; and
- Deliberately omitting or refusing to report or act upon reports of any such irregular or dishonest conduct.

General Objectives

- 2.(1) The objectives of this policy are to:-
- (a) provide a framework within which the municipality can exercise its executive and legislative authority with regard to credit control and debt collection;
 - (b) ensure that all monies due and payable to the municipality are collected and used to deliver services in the best interests of the community, residents and consumers and in a financially sustainable manner;
 - (c) provide a framework for consumer care and indigent support;
 - (d) describe credit control measures and sequence of events;
 - (e) outline debt collection and credit control procedures and mechanisms; and
 - (f) set realistic targets for credit control and debt collection;

Principles

3. (1) The administrative integrity of the municipality must be maintained at all costs. The democratically elected councillors are responsible for policy-making, while it is the responsibility of the Municipal Manager to ensure the execution of these policies.
- (2) All consumers must complete an official application form, formally requesting the municipality to connect them to service supply lines. The most important rights and obligations of the consumer and municipality must be included in the service application form.
- (3) A copy of the application form, conditions of services and extracts of the relevant council's consumer care, credit control and debt collection policy and by-laws must be handed to every consumer on request at such fees as may be prescribed by Council.
- (4) Billing is to be accurate, timeous and understandable.
- (5) The consumer is entitled to reasonable access to pay points and to a variety of reliable payment methods.
- (6) The consumer is entitled to efficient, effective and reasonable responses to enquiries and appeals, and should suffer no disadvantage during the processing of such requests.
- (7) Enforcement of payment must be prompt, consistent and effective.
- (8) Unauthorised consumption, connection and reconnection, the tampering with or theft of meters, service supply equipment and the reticulation network and any fraudulent activity in connection with the provision of municipal services will lead to disconnections, penalties, loss of rights and criminal prosecutions.
- (9) Incentives and disincentives may be used in collection procedures.
- (10) The collection process must be cost-effective.
- (11) Results will be regularly and efficiently reported and monitored.
- (12) Application forms will be used to, *inter alia*, categorise consumers according to credit risk and to determine relevant levels of services and deposits required.
- (13) Targets for performance in both consumer service and debt collection will be set and pursued and remedies implemented for non-performance.
- (14) Where practically possible the debt collection and consumer care policies would be handled independently of each other and the organisational structure will reflect the separate functions.
- (15) Consumers that meet council's indigent criteria must be identified and supported.

12.2.4 Revenue Enhancement Strategy

It is imperative that municipalities collect all revenues due for the services it provides and to Implement credit control measures to govern the process of collection are covered in several pieces of legislation, as follows.

- Section 96 of the Municipal Systems Act requires all municipalities to collect all outstanding debts.

- The Municipal Finance Management Act regulates in Sections 62(1), 64(1), and 96(b), the collection and management of municipal revenue.

In order to develop and implement an effective system of revenue collection our

VISION

- to improve the current payment levels and then
- to recover arrear debt

MISSION

- We read **all** customers meters on **time**,
- We bill our customers **accurately**,
- We strive to **collect** all revenue that is due,
- We strive to improve **customer experience**,
- We care for the most vulnerable **of** our communities.

OBJECTIVES

- To increase our revenue base,
- To have an effective customer care unit,
- To reduce the level of outstanding debt,

STRATEGY FORMULATION

- Timely installation of billing infrastructure on all new developments
- Liquidation of the debtors book
- Develop capacity to enforce the bylaws
- Data cleansing
- Develop Meter reading sub-cycles
- Development of the Call centre
- To improve our meter reading accuracy,

OBJECTIVES	STRATEGY	PROJECTS PER KPS	Resp Person	KPI	BASELINE	TARGET	Potential Revenue
To increase our revenue base	Installation of billing infrastructure on all new developments	Integration of the Billing system and Land use management system	CFO	90% installation of meters	5% New developments are metered annually	17% installation per annum over the next 5 years	R12million
To reduce the level of outstanding debt	Liquidation of the debtors book	Appointment of a Debt Collector R32 million of bad debt was inherited from Uthukela Water	CFO	Reduce debt by 50%	Continuous increase in debt-book	Reduce debt by 16.7 % annually over the next 3 years	R16 Million
To bill all customers accurately	Data cleansing	Data verification per Account	CFO	80% Increase in Number of accurate Accounts	20% of accounts are credible	100% accurately billed accounts	R9,6 million
To improve our meter reading accuracy	Develop Meter reading sub-cycles	Scheduling of meter reading sub-cycles	CFO	Achievement of scheduled cycle targets	60% meters are read per month	100% monthly billing for all properties	R7,2million
To have an effective customer care unit	To reduce turn around time for queries	Enhancements of the customer query centre	CFO	80% Percentage of queries resolved	10% of queries are resolved within a month	20% queries resolved within 5 working days	N/A
To implement an effective indigent programme	Data cleansing	To implement a credit bureau system	CFO	100% of indigent application verified	indigent application are not verified	All indigent application be verified before registration	N/A

This strategy will improve service delivery, billing extension and revenue collection. It will also capacitate the municipality to perform credible billing and the development of a comprehensive debt collection processes and a clear Credit control work plan. There will also be major benefits to the municipality as there will be an improvement on water demand management and current collection rate. This revenue enhancement strategy will be reviewed annually as municipal and socio-economic conditions changes continuously.

12.2.5 Budget Policy

In terms of the Municipal Finance Management Act, No. 56 of 2003, Chapter 4 on Municipal Budgets, Subsection (16), states that the council of a municipality must for each financial year approve an annual budget for the municipality before the commencement of that financial year.

According to subsection (2) of the Act concerned, in order to comply with subsection (1), the executive mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year. This policy must be read, analysed, explained, interpreted, implemented and understood against this legislative background. The budget plays a critical role in an attempt to realise diverse community needs. Central to this, the formulation of a municipality budget must take into account the government's macro-economic and fiscal policy fundamentals. In brief, the conceptualisation and the operationalization of the budget must be located within the national government's policy framework.

Objective

The objective of the budget policy is to set out:

- The principles which the municipality will follow in preparing each medium term revenue and expenditure framework budget,
- The responsibilities of the executive mayor, the accounting officer, the chief financial officer and other senior managers in compiling the budget
- To establish and maintain procedures to ensure adherence to Amajuba District Municipality's IDP review and budget processes.

Budgeting Principles

- The municipality shall not budget for a deficit and should also ensure that revenue projections in the budget are realistic taking into account actual collection levels.
- Expenses may only be incurred in terms of the approved annual budget (or adjustments budget) and within the limits of the amounts appropriated for each vote in the approved budget.
- Amajuba District Municipality shall prepare three-year budget (medium term revenue and expenditure framework (MTREF)) and that be reviewed annually and approved by Council.
- The MTREF budget must at all times be within the framework of the Municipal Integrated Development Plan.

Budget Preparation Process

Formulation of the budget

- (a) The Accounting Officer with the assistance of the Chief Financial Officer and the Director responsible for IDP shall draft the IDP process plan as well as the budget timetable for the municipality including municipal entities for the ensuing financial year.
- (b) The executive mayor shall table the IDP process plan as well as the budget timetable to Council by 31 August each year for approval (10 months before the start of the next budget year).

- (c) IDP process plan as well as the budget timetable shall indicate the key deadlines for the review of the IDP as well as the preparation of the medium term revenue and expenditure framework budget and the revision of the annual budget. Such target dates shall follow the prescriptions of the Municipal Finance Management Act as well as the guidelines set by National Treasury.
- (d) The Executive mayor shall convene a strategic workshop in September/October with the mayoral committee and senior managers in order to determine the IDP priorities which will form the basis for the preparation of the MTREF budget taking into account the financial and political pressures facing the municipality. The executive mayor shall table the IDP priorities with the draft budget to Council.
- (e) The Executive Mayor shall table the draft IDP and MTREF budget to council By 31 March (90 days before the start of the new budget year) together with the draft resolutions and budget related policies (policies on tariff setting, credit control, debt collection, indigents, investment and cash management, borrowings, etc).
- (f) The Chief Financial Officer and senior managers undertake the technical preparation of the budget.
- (g) The budget must be in the prescribed format, and must be divided into capital and operating budget.
- (h) The budget must reflect the realistically expected revenues by major source for the budget year concerned.
- (i) The expenses reflected in the budget must be divided into items.
- (k) The budget must also contain the information related to the two financial years following the financial year to which the budget relates, as well as the actual revenues and expenses for the prior year, and the estimated revenues and expenses for the current year.

Public participation process

Immediately after the draft annual budget has been tabled, the municipality must convene hearings on the draft budget in April and invite the public, stakeholder organisations, to make representation at the council hearings and to submit comments in response to the draft budget.

Approval of the budget

- (a) Council shall consider the next medium term expenditure framework budget for approval not later than 31 May (30 days before the start of the budget year).
- (b) The council resolution, must contain budget policies and performance measures be adopted.
- (c) Should the municipality fail to approve the budget before the start of the budget year, the executive mayor must inform the MEC for Finance that the budget has not been approved.
- (d) The budget tabled to Council for approval shall include the following supporting documents:
 - i. draft resolutions approving the budget and levying property rates, other taxes and tariffs for the financial year concerned;
 - ii. draft resolutions;
 - iii. measurable performance objectives for each budget vote, taking into
 - iv. account the municipality's IDP;
 - v. the projected cash flows for the financial year by revenue sources and expenditure votes;
 - vi. any proposed amendments to the IDP;
 - vii. any proposed amendments to the budget-related policies;
 - viii. the cost to the municipality of the salaries, allowances and other benefits of its political office bearers and other councillors, the accounting officer, the chief financial officer, and other senior managers;

- ix. particulars of any proposed allocations or grants to other municipalities,
- x. municipal entities, external mechanisms assisting the municipality in service delivery, other organs of state, and organisations such as Non-Governmental Organisations, welfare institutions and so on;
- xi. particulars of the municipality's investments; and
- xii. various information in regard to municipal entities under the shared or sole control of the municipality

Publication of the budget

- a) Within 14 days after the draft annual budget has been tabled, the Director Corporate Services must post the budget and other budget-related documentation onto the municipal website so that it is accessible to the public as well as send hard copies to National and Provincial Treasury.
- b) The Chief Financial Officer must within 14 days submit the approved budget in both printed and electronic formats to the National Treasury, the Provincial Treasury as well as post it on the municipal website.

Service Delivery and Budget Implementation Plan (SDBIP)

- a) The Executive mayor must approve the Service Delivery and Budget Implementation Plan not later than 28 days after the approval of the Budget by Council.
- b) The SDBIP shall include the following components:
 - i. Monthly projections of revenue to be collected for each source
 - ii. Monthly projections of expenditure (operating and capital) and revenue for each vote
 - iii. Quarterly projections of service delivery targets and performance indicators for each vote
 - iv. Ward information for expenditure and service delivery
 - v. Detailed capital works plan broken down by ward over three years

Budget Policy Overview

In exception to the matters covered above in respect to the Budget Policy, the matters outlined below also form part of the Budget Policy and form a pivotal role in the crafting and implementation of the ADM Annual Budget:

- Capital Budget
- Operation Budget
- Funding of Capital and Operating Budget
- Unspent Funds/Roll over of Budget
- Budget Transfers and Virements
- Adjustment Budget
- Budget Implementation

12.3 Financial Plan

The Annual Budget and the IDP are inextricably linked to one another, something that has been formalised through the promulgation of the Municipal Finance Management Act (2004). Chapter 4 and Section 21 (1) of the Municipal Finance Management Act (MFMA) indicates that:

The Mayor of a municipality must-

- (d) *At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for-*
 - i. *The preparation, tabling and approval of the annual budget;*

ii. *The annual review of-*

- ee) *The integrated development plan in terms of section 34 of the Municipal Systems Act; and*
- ff) *The budget related policies.*

iii. *The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and*

iv. *The consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).*

The financial affairs of the Municipality are governed by the following legislation:

- Division of Revenue Act
- Public Finance Management Act
- Municipal Finance Management Act
- Treasury Regulations

12.3.1 Annual Financial Statements

The Amajuba District Municipality is situated at the Amajuba Building, B 9356, Madadeni, is a category C Municipality established in terms of section 12 (1) of the Municipal Structures Act, No.117 and published in terms of Provincial Government Notice 346 on the 19 September 2000. The Local Government Operations of the Municipality are assigned by Section 156 and 229 of the South African Constitution and defined specifically in terms of section 83 of the Municipal Structures Act.

The accounting officer is required by the Municipal Finance Management Act (Act 56 of 2003), to maintain adequate accounting records and is responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is the responsibility of the accounting officer to ensure that the annual financial statements fairly present the state of affairs of the municipality as at the end of the financial year and the results of its operations and cash flows for the period then ended. The external auditors are engaged to express an independent opinion on the annual financial statements and were given unrestricted access to all financial records and related data.

The annual financial statements have been prepared in accordance with Standards of Generally Recognised Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board. The annual financial statements are based on appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The ADM has ensured that all legislative requirements are met in the preparation of the Annual Financial Statements (AFS). To view the AFS the Annual Performance Report (APR) is available at the municipal offices for viewing. The APR is developed in compliance to the legislative documents enlisted below:

- Municipal Finance Management Act, No. 56 of 2003;
- Municipal Systems Act, No. 32 of 2000;
- Municipal Structures Amendment Act, 2000;
- Local Government: Municipal Planning and Performance Management Regulation, 2001; and
- Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to
- Municipal Manager, 2006; and
- Intergovernmental Framework Act No. 13 of 2005

12.3.1.1 Income Received

GRANTS AND SUBSIDIES

The budget is balanced and funded in terms of funding sources, there is still however a deficit of about R22,4 million which is yet to be recovered. This deficit arose when conditional grants were utilised in contravention of the conditions of those grants. In other words, conditional grants are not cash-backed. This matter needs to be given serious consideration as we need to save in the region of R10 million to R15 million per annum in order to recover these grants within the MTREF period. This is not possible at the current expenditure levels and therefore has not been provided for in this proposed budget.

Table 90: Grants and Subsidies

DESCRIPTION	Current Year		Medium Term Revenue and Expenditure Framework		
	Budget Year	Adjustment Budget	Budget Year +1	Budget Year +2	Budget Year +3
GOVERNMENT GRANTS & SUBSIDIES - ALLOCATIONS	2014/15	2014/15	2015/16	2016/17	2017/18
	R'000	R'000	R'000	R'000	R'000
<u>National Grant Allocations¹</u>					
Municipal Infrastructure Grant	41,650,000	41,650,000	40,119,000	41,634,000	43,906,000
Municipal Systems Improvement Grant	934,000	934,000	940,000	960,000	1,033,000
.Financial Management Grant	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Equitable Share	55,797,000	55,797,000	60,132,000	62,919,000	65,813,000
RSC Levies Replacement	56,588,000	56,588,000	60,795,000	65,938,000	71,128,000
DWAF Water Operating Subsidy	-	-	3,000,000	-	-
.Water Services Operating Subsidy II(In Kind)	300,000	300,000	-	-	-
.Municipal Water Infrastructure Grant	12,040,000	12,040,000	19,825,000	15,133,000	15,965,000
Expanded Public Works Programme incentive Grant	1,276,000	1,276,000	1,252,000	-	-
.Rural Transport and Infrastructure	2,020,000	2,020,000	2,007,000	2,064,000	2,201,000
Regional Bulk Infrastructure Grant(In-Kind)		8,000,000	-		
.ACIP -Call Centre Grant		1,000,000			
Rural Households Infrastructure Grant				4,379,000	4,500,000
Sub Total - National Grant Allocations	172,105,000	181,105,000	189,570,000	194,527,000	206,046,000
<u>Provincial Grant Allocations²</u>					
.Development Planning Shared Services	1,000,000	1,000,000	250,000	400,000	-
'Small Town Rehabilitation Programme-PSC	5,000,000				
Corridor Development-PSC	5,000,000				
Sub Total - Provincial Grant Allocations	11,000,000	1,000,000	250,000	400,000	-
TOTAL GRANT ALLOCATIONS	183,105,000	182,105,000	189,820,000	194,927,000	206,046,000

Source: Financial Services

OPERATING INCOME

The total Expenditure budget amount to R 235 290 118 million for 2015/16 MTREF and

R 233 172 463 million for 2016/17 and R 245 486 504 million for 2017/18. The total expenditure budget has increased by R40 947 517 million from the 2014/15 approved budget and R16 277 781 from adjustment budget 2014/2015

The Operating surplus of R1 516 665 million is prioritized to be re-invested in cash –backing of conditional grants that was utilized due to cashflow deficits experienced during the prior financial year.

Figure 53: Operating Income

Description	CURRENT YEAR		MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK		
	2014/2015 Original Budget	2014/2015 ADJUSTMENT BUDGET	2015/2016 Budget Year +1	2016/2017 Budget Year +2	2017/2018 Budget Year +3
OPERATING AND CAPITAL BUDGET					
OPERATING EXPENDITURE BUDGET	139,959,101	144,156,464	164,774,907	171,996,463	181,095,504
CAPITAL EXPENDITURE BUDGET	54,383,500	74,855,873	70,515,211	61,176,000	64,391,000
TOTAL EXPENDITURE BUDGET	194,342,601	219,012,337	235,290,118	233,172,463	245,486,504

Source: Financial Services

MUNICIPAL EXPENDITURE, LOANS, LEASES AND INVESTMENTS

EXPENDITURE

The major expenditure categories for the Amajuba District Municipality are set out in the table below.

Table 91: Operating and Capital Expenditure

Description	CURRENT YEAR		MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK		
	2014/2015	2014/2015	2015/2016	2016/2017	2017/2018
	Original Budget	ADJUSTMENT BUDGET	Budget Year +1	Budget Year +2	Budget Year +3
EXPENDITURE PER CATERGORY					
Salaries , Wages & Allowances	70,949,501	66,332,766	81,241,639	85,709,929	90,252,556
Remuneration of Councillors	5,395,498	5,395,498	5,708,437	6,022,401	6,341,588
Depreciation	5,161,563	5,455,000	2,685,000	2,838,800	2,993,379
Repairs & Maintenance	3,770,000	6,252,500	8,210,000	9,362,050	9,628,959
Bulk Water Purchases	5,000,000	7,500,000	9,509,470	10,032,491	10,564,213
General Costs	43,957,539	48,995,700	49,929,678	51,317,221	53,800,708
TOTAL DIRECT OPERATING EXPENDITURE	134,234,101	139,931,464	157,284,224	165,282,893	173,581,403
Contributions to capital	1,500,000	1,600,000	1,080,000	30,000	20,000
Contributions to funds	2,725,000	2,125,000	2,725,000	2,775,875	3,527,596
Interest -External Loans	1,500,000	500,000	3,685,682	3,907,695	3,966,505

TOTAL OPERATING EXPENDITURE	139,959,101	144,156,464	164,774,907	171,996,463	181,095,504
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Source: Financial Services

12.3.2 Operational Revenue Plan

The operational revenue budget has been estimated at R 143,652,770 with the expenditure budget at R138, 459,101.

Table 92: Operating Revenue

Description	CURRENT YEAR		MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK		
	2014/2015	2014/2015	2015/2016	2016/2017	2017/2018
	Original Budget	ADJUSTMENT BUDGET	Budget Year +1	Budget Year +2	Budget Year +3
REVENUE PER SOURCE					
Water Sales	12,372,500	14,800,655	21,868,731	23,071,511	24,294,301
Sanitation Sales	2,519,650	3,650,800	4,542,206	4,792,028	5,046,005
Interest on Overdue Account	-	1,210,000	1,210,000	1,276,550	1,344,207
CONNECTION FEE;	-	358,900	358,900	378,640	398,707
Interest Earned-Ext Invest	-	300,000	350,000	369,250	388,820
Equitable Share-FBS Portion	12,374,292	12,374,292	13,335,680	13,953,762	14,595,575
Levies Replacement Grant;	56,588,000	56,588,000	60,795,000	65,938,000	71,128,000
Finance Management Grant;	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
MSIG Grant;	934,000	934,000	940,000	960,000	1,033,000
Equitable Share-Community Services Component	5,676,326	5,676,326	6,117,333	6,400,859	6,695,271
Infrastructure-Integrated Development					
MIG-Admin Recovery	2,082,500	-	972,001	1,025,461	1,079,810
Equitable Share-FBS Portion- WSA	37,746,382	37,746,382	40,678,987	42,564,379	44,522,154
DWAF Water Operating Subsidy			3,000,000	-	-
ROAD ASSET MANAGEMENT SYSTEM	-	-	2,007,000	2,064,000	2,201,000
Tele/Cellphone Cost Recovered	62,000	20,000	20,000	21,100	22,218
Rental Income	285,120	285,120	313,632	330,882	348,418
Tender Deposits	12,000	20,000	20,000	21,100	22,218
Rental facilities-Hall Hire	100,000	50,000	50,000	52,750	55,546
Skills Development Grant ;	400,000	250,000	200,000	211,000	222,183
Shared Services Grant -DPSS	1,000,000	1,000,000	250,000	400,000	-
Small Town Rehabilitation Programme-PSC	5,000,000	-	-	-	-
Corridor Development-PSC	5,000,000	-	-	-	-
Reclaimed Vat from Conditional grants	-	8,694,246	7,761,772	7,762,632	8,175,509

TOTAL DIRECT OPERATING INCOME	143,652,770	145,458,721	166,291,242	173,093,903	183,072,944
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The operational budget is used to fund the daily operational needs of the municipality and to facilitate service delivery needs for the greater Amajuba community

Service Charges relate to revenue raised by the municipality through the provision of water and sanitation services. This relates to the areas of Dannhauser and Emadlangeni where the municipality is a water services authority.

Operating grants and subsidies relate to grants received from national and provincial government to fund operational requirements. This includes equitable share, levy replacement grant, etc. The bulk of the funding for Amajuba DM is from grants.

12.3.3 Capital Expenditure

The capital budget is estimated at R 70 515 211 for the 2015/16 financial year and R 61,176,000 and R 64,371,000 respectively for the 2016/17 and 2017/18 financial years. The capital budget is funded from grants – mainly the Municipal Infrastructure Grant (MIG) and Municipal Water Infrastructure Grant (MWIG). The municipality does not have any funding of its own to fund capital projects. Consequently, the municipality is not in a position to transfer any funding to the local municipalities to fund projects. The Municipality intends to take a Loan for the Purchase of Fleet for this financial Year, repayments are calculated over a 60 month (5 year) period.

The following table provides a breakdown of budgeted single- and multi-year capital expenditure by vote and the following projects have been provided for:

Figure 54: Municipal Capital Projects

Description		CURRENT YEAR		MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK		
		2014/2015	2014/2015	2015/2016	2016/2017	2017/2018
		Original Budget	Adjustment Budget	Budget Year +1	Budget Year +2	Budget Year +3
CAPITAL EXPENDITURE IDP-GRANT FUNDED PROJECTS						
MIG GRANT FUNDING PROJECTS						
9503/9517/9501	EMADLANGENI SANITATION-MIG;	12,993,892	1,954,393	5,823,589.00	7,998,112	8,916,305.00
9503/9623/9501	DISASTER MANAGEMENT -MIG FUNDING		13,664,237	10,000,000.00	13,635,888	11,989,695.00
9503/9522/9501	BUFFALO FLATS WATER - PHASE 3	6,863,054	8,101,370	15,000,000.00	20,000,000	23,000,000
9503/9524/9501	BUFFALO FLATS SANITATION;TRA	19,710,554	16,000,000	7,897,411.00		
9503/9001/9501	ADM WSDP		1,930,000	2,000,000.00		
	SUB TOTAL	39,567,500	41,650,000	40,721,000	41,634,000	43,906,000
MWIG GRANT FUNDED PROJECTS						
9503/9525/9501	MWIG - Emadlangeni Rural Water Supply Phase 1	5,399,120	5,399,120	3,000,000	-	

9503/9526/9501	MWIG - Emadlangeni Rural Water Supply Phase 2	6,640,880	9,985,707	7,000,000	9,150,000.00	10,100,000.00
9503/9590/9501	Bufallo Flats Water Supply Scheme Phase 4	-	1,237,142	2,000,000		
9504/9592/9501	WCWDM Master Plan	-	2,242,727	7,825,000	5,983,000.00	5,865,000.00
	SUB TOTAL	12,040,000	18,864,696	19,825,000	15,133,000	15,965,000
DWAF & PUBLICWORKS PROGRAMME PROJECTS						
9503/9399/9501	PUBLIC WORKS GRANT EXPENDITURE	1,276,000	1,276,000	1,252,000	-	-
9503/9528/9501	RURAL Households Sanitation(DOHS)	-	1,465,177	-	4,379,000	4,500,000
9504/9574/9501	ACIP-CALL CENTRE EXPENDITURE	-	1,000,000			
9504/9575/9501	Regional Bulk Infrastructure Grant	-	8,000,000	-		
9504/9591/9501	CMS/FMS (Call Centre)	-	1,000,000			
	SUB TOTAL	1,276,000	12,741,177	1,252,000	4,379,000	4,500,000
TOTAL GRANT FUNDED IDP PROJECTS ENGINEERING		52,883,500	73,255,873	61,798,000	61,146,000	64,371,000
OPERATING CAPITAL -CONTRIBUTIONS FROM OWN REVENUE						
9511/9543/9501	Office Furniture & Equipment-Municipal Manager	-				
9505/9529/9501	Office Furniture & Equipment-Corporate Services	-	12,000			
9505/9532/9501	Corporate Services - BUILDING & Alternative Energy	-		850,000		
9507/9534/9501	Office Furniture & Equipment-Technical Services	-	30,000			
9508/9536/9501	Office Furniture & Equipment-Community	-				
9506/9533/9501	Office Furniture & Equipment-Financial services	-	8,000	50,000	30,000	20,000
9510/9542/9501	Office Furniture & Equipment-Planning & development	-	50,000	180,000		
9512/9557/9501	Call Centre	1,500,000	1,500,000			
9505/9529/9501	Fleet Purchase -Loan Funding-Capital			7,637,211		
	TOTAL	1,500,000	1,600,000	8,717,211	30,000	20,000
TOTAL CAPITAL EXPENDITURE		54,383,500	74,855,873	70,515,211	61,176,000	64,391,000

12.3.4 Tariffs

Tariff-setting is a pivotal and strategic part of the compilation of any budget. When tariffs and other charges were revised, local economic conditions, input costs and the affordability of services were taken into account to ensure the financial sustainability of the municipality.

It must also be appreciated that the consumer price index, as measured by CPI, is not a good measure of the cost increases of goods and services relevant to municipalities. The basket of goods and services utilised for the calculation of the CPI consist of items such as food, petrol and medical services, whereas the cost drivers of a municipality are informed by items such as the cost of remuneration, bulk purchases of electricity and water, petrol, diesel, chemicals, cement etc. The current challenge facing the municipality is managing the gap between cost drivers and tariffs levied, as any shortfall must be made up by either operational efficiency gains or service level reductions. Within this framework the municipality has undertaken the tariff setting process relating to service charges as follows.

Sale of Water and Impact of Tariff Increases

South Africa faces similar challenges with regard to water supply as it did with electricity, since demand growth outstrips supply. Consequently, National Treasury is encouraging all municipalities to carefully review the level and structure of their water tariffs to ensure:

- Water tariffs are fully cost-reflective – including the cost of maintenance and renewal of purification plants, water networks and the cost associated with reticulation expansion;
- Water tariffs are structured to protect basic levels of service and ensure the provision of free water to the poorest of the poor (indigent) and;
- Water tariffs are designed to encourage efficient and sustainable consumption.

In addition National Treasury has urged all municipalities to ensure that water tariff structures are cost reflective by 2014.

Better maintenance of infrastructure, new dam construction and cost-reflective tariffs will ensure that the supply challenges are managed in future to ensure sustainability. We have taken a critical look at our water services costing. The fact of the matter is our tariffs are not yet cost-reflective as it is currently costing us on average R8.564 per kilolitre delivered to the consumer. The proposed tariffs are way below this and the difference is funded through equitable share. Over the MTREF period we will be reviewing the costing and tariff setting models with a view of making them more cost efficient and thus reducing the cost of providing water and sanitation services.

We have undertaken a critical assessment of our capital infrastructure requirements. The assessment indicates that our current infrastructure is unlikely to sustain our long-term ability to supply water and we therefore have to source other sources of funding for infrastructure development instead of relying on grant funding. We, however, currently do not have enough buying power to raise significant capital through the capital markets.

Overall impact of tariff increases on households

The following table shows the overall expected impact of the tariff increases on a large and small household, as well as an indigent household receiving free basic services.

Figure 55: MBRR Table SA14 – Household bills

DC25 Amajuba - Supporting Table SA14 Household bills

Description	Ref	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16 % incr.	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Rand/cent											
Monthly Account for Household - 'Middle Income Range'	1										
Rates and services charges:											
Water: Consumption		100.44	161.78	170.92	170.92	170.92	0.06	18,117.5%	192.05	203.57	203.57
Sanitation		64.20	97.20	102.60	102.60	102.60	0.06	10,875.6%	115.28	122.20	122.20
sub-total		164.64	258.98	273.52	273.52	273.52	0.12	12.4%	307.33	325.77	325.77
VAT on Services											
		164.64									
Total large household bill:			258.98	273.52	273.52	273.52	0.12	12.4%	307.33	325.77	325.77
% increase/-decrease			57.3%	5.6%	-	-	(100.0%)		256,005.9%	6.0%	-
Monthly Account for Household - 'Affordable Range'	2										
Rates and services charges:											
Water: Consumption		85.69	125.48	132.57	132.57	132.57	0.06	14,052.4%	148.96	157.89	157.89
Sanitation		54.26	81.00	85.50	85.50	85.50	0.06	9,063.0%	96.07	101.83	101.83
sub-total		139.95	206.48	218.07	218.07	218.07	0.12	12.4%	245.02	259.72	259.72
Total small household bill:		139.95	206.48	218.07	218.07	218.07	0.12	12.4%	245.02	259.72	259.72
% increase/-decrease			47.5%	5.6%	-	-	(99.9%)		204,086.2%	6.0%	-
				0.88	1.00						
Monthly Account for Household - 'Indigent' Household receiving free basic services	3										
Rates and services charges:											
Water: Consumption		73.54	89.18	94.22	94.22	94.22	0.06	9,987.3%	105.87	112.22	112.22
Sanitation			45.36	47.88	47.88	47.88	0.06	5,075.3%	53.80	57.03	57.03
sub-total		73.54	134.54	142.10	142.10	142.10	0.12	12.4%	159.66	169.24	169.24
Total small household bill:		73.54	134.54	142.10	142.10	142.10	0.12	12.4%	159.66	169.24	169.24
% increase/-decrease			82.9%	5.6%	-	-	(99.9%)		132,953.0%	6.0%	-

12.4 Municipal Revenue and Income (Grants)

12.4.1 Grants and Subsidies Receivable

The 2011 Census figures have been used in determining the allocations of grants and transfers to the municipality. This has had an effect on our allocations for equitable share and the Municipal Infrastructure Grant.

The following table depicts the adjusted allocations compared to the 2012/13 indicative allocations:

Table 93: Grants received

Grant	2013/14 Allocation	2014/15 Allocation	Variance
Municipal Infrastructure Grant			
2012 DORA	52 735 000	59 500 000	23 123 000
2013 DORA	47 462 000	41 650 000	
Variance	5 273 000	17 850 000	
Equitable Share			
2012 DORA	53 158 000	57 048 000	1 745 000
2013 DORA	52 618 000	55 843 000	
Variance	540 000	1 205 000	
Levy Replacement Grant			
2012 DORA	51 917 000	56 588 000	Nil
2013 DORA	51 917 000	55 688 000	
Variance	Nil	Nil	
Rural Roads Infrastructure			
2012 DORA	1 865 000	1 972 000	110 000
2013 DORA	1 706 000	2 021 000	
Variance	159 000	(49 000)	
Total Loss In Funding			24 978 00

Operating grants and transfers totals R110.684 million in the 2013/14 financial year and steadily increases to R127.230 million by 2015/16. Note the year-on-year decline for the 2013/14 financial year which is 3 per cent and then a steady growth of 8.6 and 5.8 per cent in the two outer years.

12.5 Budget Summary

The draft budget is prepared and presented to Council in line with the MFMA requirements. The MFMA requires that the Mayor must table the draft budget 90 days before the start of the financial year. After the draft budget has been tabled in Council, the Mayor must conduct a public participation process where by the public is afforded the opportunity to comment on the budget and make any recommendations to be considered during the budget process.

The draft budget as tabled, confirms the heavy dependence of Amajuba DM on grant funding to fund service delivery.

Budget Parameters

Headline Inflation Forecasts

Budget Parameters

Headline Inflation Forecasts

Municipalities must take the following macro-economic forecasts into consideration when preparing their 2015/16 budgets and MTREF –

Headline inflation forecasts

Fiscal year	2014	2015	2016	2017	2018

Actual		Estimate		Forecast	
Real GDP growth	2.2	1.4	2.0	2.6	3.0
CPI Inflation	5.8	5.6	4.8	5.9	5.6

Source: MFMA Circular No.75

Budget Funding

While the proposed budget is balanced and funded in terms of funding sources, there is still however a deficit of about R22,4 million which is yet to be recovered. This deficit arose when conditional grants were utilised in contravention of the conditions of those grants. In other words, conditional grants are not cash-backed. This matter needs to be given serious consideration as we need to save in the region of R10 million to R15 million per annum in order to recover these grants within the MTREF period. This is not possible at the current expenditure levels and therefore has not been provided for in this proposed budget.

DESCRIPTION	Current Year		Medium Term Revenue and Expenditure Framework		
	Budget Year	Adjustment Budget	Budget Year +1	Budget Year +2	Budget Year +3
GOVERNMENT GRANTS & SUBSIDIES - ALLOCATIONS	2014/15	2014/15	2015/16	2016/17	2017/18
	R'000	R'000	R'000	R'000	R'000
National Grant Allocations¹					
Municipal Infrastructure Grant	41,650,000	41,650,000	40,119,000	41,634,000	43,906,000
Municipal Systems Improvement Grant	934,000	934,000	940,000	960,000	1,033,000
.Financial Management Grant	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Equitable Share	55,797,000	55,797,000	60,132,000	62,919,000	65,813,000
RSC Levies Replacement	56,588,000	56,588,000	60,795,000	65,938,000	71,128,000
DWAF Water Operating Subsidy	-	-	3,000,000	-	-
.Water Services Operating Subsidy II(In Kind)	300,000	300,000	-	-	-
.Municipal Water Infrastructure Grant	12,040,000	12,040,000	19,825,000	15,133,000	15,965,000
Expanded Public Works Programme incentive Grant	1,276,000	1,276,000	1,252,000	-	-
.Rural Transport and Infrastructure	2,020,000	2,020,000	2,007,000	2,064,000	2,201,000
Regional Bulk Infrastructure Grant(In-Kind)		8,000,000	-		
.ACIP -Call Centre Grant		1,000,000			
Rural Households Infrastructure Grant				4,379,000	4,500,000
Sub Total - National Grant Allocations	172,105,000	181,105,000	189,570,000	194,527,000	206,046,000
Provincial Grant Allocations²					
.Development Planning Shared Services	1,000,000	1,000,000	250,000	400,000	-
'Small Town Rehabilitation Programme-PSC	5,000,000				
Corridor Development-PSC	5,000,000				
Sub Total - Provincial Grant Allocations	11,000,000	1,000,000	250,000	400,000	-

TOTAL GRANT ALLOCATIONS	183,105,000	182,105,000	189,820,000	194,927,000	206,046,000

12.6 Service Delivery Programmes

The projects listed below are classified as per the 7 PGDS goals. (Please note the projects enlisted below are projects that have been submitted to the ADM):

1. Job Creation

Table 94: Project s by Sector Departments (Goal One)

Dept. Arts and Culture			
INTERVENTIONS	ACTIVITIES	BENEFICIARIES	BUDGET
Beautification of public spaces programme	Identification of spaces in consultation with municipalities, identification of visual artists, provision of stipend	<ul style="list-style-type: none"> Artists Community 	20 000
<ul style="list-style-type: none"> Implement the KZN SMME and corporate strategies Support and mentorship of SMMEs Promote collaboration and alignment between SMMEs support agencies. 	<ul style="list-style-type: none"> Mobilisation & establishment of cooperatives, support to cooperatives-funding , training, registration, link to markets and relevant structures Identification of participants and Coordination. 	<ul style="list-style-type: none"> Artists 	20 000

2. Human Resource Development

Table 95: Projects by Sector Departments (Goal Two)

Dept of Arts and Culture			
INTERVENTIONS	ACTIVITIES	BENEFICIARIES	BUDGET
Review and resource teacher education and capacity-building programmes, Development of choral / orchestra to schools	Signing of MOAs, develop training manual, training of educators, support to schools, M&E, (Provincial Cultural exhibition, Youth Festival, Choral Music, Mentorship programmes,	Learners	250 000
Provide accredited & non accredited training for artists	Performing Arts Skills Development,	Performing artists	130 000
	Visual Arts and Craft Skills Development	Crafters	
	Film Development	Performing artists	
	Theatre and Drama Skills Development	Performing artists	
	Arts Business Management	Artists	
	Performing Arts & Visual Arts and Craft Skills Development (People with Disabilities)	People with disabilities	
	Choral	Choristers	
	Recycled Material	Crafters	
	Inmates Performing Arts Skills Development	Inmates & parolees	

	Inmates Visual Arts and Craft skills development	Inmates & parolees	
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Dept. Arts and Culture			
INTERVENTIONS	ACTIVITIES	BENEFICIARIES	BUDGET
<ul style="list-style-type: none"> Ensuring good governance through efficient & reliable management of information in records to ensure ready access to the right information at the right time. 	<ul style="list-style-type: none"> Conduct Registry Management & Records Management courses. Conduct records management inspections Render professional advice in records management. 	Government Departments and municipalities	R 28 000

3. Human and Community Development

Table 96: Projects by Sector Departments (Goal Three)

Dept. Arts and Culture			
INTERVENTIONS	ACTIVITIES	BENEFICIARIES	BUDGET
Conduct diagnostic research into the main causes of collapse in community level institutions	<ul style="list-style-type: none"> Disbursement of grant (Grants-in aid provided through Arts & Culture Council), Distribution, collection and submission of application forms 	<ul style="list-style-type: none"> Artists and arts & culture organisations 	-
Conduct diagnostic research into the main causes of collapse in community level institutions. Establish and support provincial and district Arts and Culture forums,	Coordinate meetings, conduct work shops, support to Matrons/ Maidens Forums and Arts and Culture Forums	<ul style="list-style-type: none"> Artists Matrons Maidens Izinduna 	30 000
Promote and accelerate roll out of Operation Sukuma Sakhe (OSS)	Participate in Operation Sukuma Sakhe : <ul style="list-style-type: none"> Provincial Task Team (PTT), District task Team (DTT), Local task Team (LTT) , Ward task Team (WTT) meetings and Interventions/Operation MBOs Implementation of the War Room Intervention Package 	<ul style="list-style-type: none"> All Wards Identified 4 wards per LM 	10 000
Develop and implement programmes	Conduct the following: <ul style="list-style-type: none"> ❖ Moral regeneration and Behavioral Change Campaign ❖ Intergenerational and Intercultural dialogue ❖ Anti-Music piracy ❖ Youth Camps ❖ Talent Search/ Auditions ❖ Exhibitions ❖ Regional Africa Day ❖ Amajuba Rainbow Show ❖ Community Arts Festivals 	<ul style="list-style-type: none"> Youth , Men & Women Youth, Women. Men, Senior citizens Artists Youth Artists Crafters Learners and community Community and artists Artists 	392 200

Hosting of cultural ceremonies, commemorations and special anniversaries	Support to Provincial cultural events: ❖ Freedom day Celebration (April) ❖ Afrika Day Celebration (May) ❖ Nomkhubulwane (June) ❖ Isivivane (August) ❖ Royal Reed Dance Ceremony (Sept) ❖ King Shaka Commemoration (Sept) ❖ Eastern Rendezvous (February 2014) ❖ UMKhosi WoSelwa (December)	<ul style="list-style-type: none"> • Community • Community and learners • Women and Youth • Women • Maidens and matrons • Men and Community • Indian community • Men and Community 	-
<ul style="list-style-type: none"> • Implement Toy Collection project 	<ul style="list-style-type: none"> • Implement and Monitor toy collection to improve basic education. • New Osizweni library 	Young children, ECDs, crèches and preschools	100 000
Collection of Oral History and making accessible to communities.	<ul style="list-style-type: none"> • Current running programme in schools is Family Tree. • Conducting interviews 	Different communities and learners	R 12 000

Dept Arts and Culture	
Project Name	Budget
Nqabayethu NPO Sewing Club	R 300 000.00
Zibambe Ziqine Cooperative	R 300 000.00
Qhubekani Cooperative	R 100 000.00
Zenzele Community Club	R 100 000.00
Dosset Chicken Project	R 100 000.00
Danhauser ward 3 Community Center	R 100 000.00
Emadlangeni Arts & Craft Project	R 100 000.00
Total	R 1 100 000.00

Dept Economic Development and Tourism		
PROJECT	AMOUNT	LOCATION
Gijima KZN LCF V	From R1m to R5m per project	Province-wide
CEDI Project (LIMA Development Foundation)	R200 000.00 to R2m per project	Implemented in 5 Districts including ZDM
Coal Beneficiation Strategy	R500 000.00	Amajuba
Gijima KZN LCF V	From R1 000 000.00 to R5 000 000.00 per project	Province-wide
CEDI Project (PPT Development Foundation)	R200 000.00 to R2 000 000.00 per project	Implemented in 5 Districts including ADM

Clothing & Textile Hub (Feasibility/Business plan for the development of the Hub and implementation)	R1 500 000.00 Implementation figures (tbc)	Amajuba
Investment and Promotion Strategy	R200 000.00	Amajuba

4. Strategic Infrastructure

Table 97: Projects by Sector Departments (Goal Four)

DC AREA: DC 25 AMAJUBA										
NEW GRAVEL ROADS (NEWCASTLE)										
FINANCIAL YEAR	TRIBAL NAME	AMAKHOSI SERVED	LOCAL MUN NO.	RRTF NAME	ROAD NAME	PROJECT LOCATION	ACTIVITIES	START & END (KM)	TARGET LENGTH (KM)	BUDGET
2014/2015	INGWE	ZWANE	KZN252/4		MANTOMBAZANE(L2484)	WARD 1	NGR		1.9	1 049 373,50
2014/2015	EMALANGENI	NKOSI	KZN252/4		Cooper Road (L2849)	WARD 8	NGR		2	1 049 373,50
2014/2015	EMALANGENI	NKOSI	KZN252/4		Nyoni Road	WARD 8	NGR		1	1 049 373,50
2014/2015	EMALANGENI	NKOSI	KZN252/4		ROOI PORT	WARD 5,10	NGR		2.4	1 049 373,50
2014/2015	AMAHLEBI	HADEBE	KZN252/4		P374 EXT	WARD 31	NGR		2	1 049 373,50
2014/2015	EMALANGENI	NKOSI	KZN252/4		INVERNESS (2846)	WARD 5	NGR		0.9	
2014/2015	AMAHLEBI	HADEBE	KZN252/4		L2847	WARD 6	NGR			
2014/2015			KZN252/4		L2848	WARD	NGR			
2014/2015			KZN252/4		L2850	WARD	NGR			
2014/2015			KZN252/4		L2847	WARD	NGR			
2015/2016	EMALANGENI	NKOSI	KZN252/4		D 423 Ext	WARD 5	NGR		2.5	1 015 621,00
2015/2016	EMALANGENI	NKOSI	KZN252/4		Sdidini Road	WARD 5	NGR		2.5	1 015 621,00
2015/2016	EMALANGENI	NKOSI	KZN252/4		Mata Road No 2	WARD 5	NGR		2.5	1 015 621,00
2015/2016	EMALANGENI	NKOSI	KZN252/4		L5 Ext	WARD 5	NGR		2.5	1 015 621,00
2015/2016	KHATHIDE	KUBHEKA	KZN252/4		Biskop Road	WARD 1	NGR		2.5	1 015 621,00
			KZN252/4							
2016/2017			KZN252/4		shisampama		NGR			
2016/2017			KZN252/4		stotoni		NGR			
2016/2017	ingwe	zwane	KZN252/4		D100	1	NGR			
2016/2017	Khathide	Inkosi Kubheka	KZN252/4		Kwashisa Road	1	NGR		3	1 015 621,03
2016/2017			KZN252/4				NGR			
2017/2018	KHATHIDE	KUBHEKA	KZN252/4		D 423 ext	1	NGR			
2017/2018	INGWE	ZWANE	KZN252/4		D 459 ext	1	NGR			
2017/2018	INGWE	ZWANE	KZN252/4		D 718 ext	1, 25	NGR			
2017/2018	INGWE	ZWANE	KZN252/4		D401 ext	1	NGR			
2017/2018	INGWE	ZWANE	KZN252/4		D458 ext	1	NGR			

DC AREA: DC 25 AMAJUBA										
CAUSEWAYS (NEWCASTLE)										
FINANCIAL YEAR	TRIBAL NAME	AMAKHOSI SERVED	LOCAL MUN NO.	PRTF NAME	ROAD NAME	PROJECT LOCATION	ACTIVITIES	START & END (KM)	TARGET LENGTH (KM)	BUDGET
2014/2015	EMALANGENI	NKOSI	KZN252		cooper road(L2849)	WARD 8	CC		1	227 321,32
2014/2015	INGWE	ZWANE	KZN252		D100	WARD 1	CC		1	227 321,32
2014/2015			KZN252		warick (L1434)	WARD	CC		1	
2014/2015			KZN252		L2846 INVERNESS	WARD	CC		1	
2014/2015			KZN252		L2848 GCWABAZA	WARD	CC		1	
2014/2015			KZN252		RUTLAND C/O	WARD	CC		1	227 321,32
2014/2015	KHATHIDE	KUBHEKA	KZN252		D279	WARD 1	CC		1	227 321,32
2014/2015			KZN252		THUTHUKA PED BRIDGE	WARD	CC		1	
2014/2015			KZN252		L2850(MPUNGWINI)	WARD	CC		1	
2015/2016	AMAHLEBI	HADEBE	KZN252/4		Gcwabaza Causeway No 1	WARD 10	CC		1	274 917,00
2015/2016	EMALANGENI	NKOSI	KZN252/4		Gcwabaza Causeway No 2	WARD 9	CC		1	274 917,00
2015/2016	KHATHIDE	KUBHEKA	KZN252/4		Biskop Road	WARD 1	CC		1	274 917,00
2015/2016	INGWE	ZWANE	KZN252/4		P 554 Causeway	WARD 9	CC		1	274 917,00
2016/2017			KZN254/2		stotoni		CC			
2016/2017			KZN254/2		glencalder		CC			
2016/2017			KZN254/2		nyoni		CC			
2017/2018	KHATHIDE	KUBHEKA	KZN252/4		D 423 ext	WARD 1	CC			
2017/2018	INGWE	ZWANE	KZN252/4		D 459 ext	WARD 1	CC			
2017/2018	INGWE	ZWANE	KZN252/4		D 718 ext	WARD 1, 25	CC			

NEW GRAVEL ROADS (UTRECHT)										
FINANCIAL YEAR	TRIBAL NAME	AMAKHOSI SERVED	CAL MUN N	RRTF NAME	ROAD NAME	PROJECT LOCATION	ACTIVITIES	START & END (KM)	TARGET LENGTH (KM)	BUDGET
2014/2015	AMANTUNGWA	KHUMALO	KZN253		Berrow Rd L2484	WARD 4	NGR		2	839 790,00
2014/2015	AMASHANDU	MBATHA	KZN253		L 1431 Ext	WARD 1	NGR		2	839 790,00
2014/2015	MGUNDENI	MABASO	KZN253		Mphophomeni Road No 2	WARD 1	NGR		2	839 790,00
2014/2015	THEKWANE	SHABALALA	KZN253		L 295	WARD 4	NGR		2	839 790,00
2014/2015	MGUNDENI	MABASO	KZN253		Thuthuka Road	WARD 1	NGR		2	839 790,00
2014/2015	AMASHANDU	MBATHA	KZN253		Obisini Road	WARD 1	NGR			
2014/2015	NDLAMLENZE	NZIMA	KZN253		NGCAKA	WARD 1	NGR			
2014/2015	AMASHANDU	MBATHA	KZN253		D 569	WARD 3	NGR			
2014/2015			KZN253		Pending	WARD	NGR			
2015/2016	AMANTUNGWA	KHUMALO	KZN253		Berrow Rd L2484	WARD4	NGR			839 790,00
2015/2016	AMASHANDU	MBATHA	KZN253		D 556 Ext	WARD	NGR		2.5	1 015 621,00
2015/2016	AMANTUNGWA	KHUMALO	KZN253		D 326 ext	WARD	NGR		2.5	1 015 621,00
2015/2016	AMASHANDU	MBATHA	KZN253		Nkamisane ext 3	WARD	NGR		2.5	1 015 621,00
2015/2016	AMASHANDU	MBATHA	KZN253		Esidakeni EXT	WARD	NGR		2.5	1 015 621,00
2015/2016	AMASHANDU	MBATHA	KZN253		D 569 ext	WARD	NGR		2.5	1 015 621,00
2015/2016	AMASHANDU	MBATHA	KZN253		Kwamancamane rd	WARD	NGR		2.5	1 015 621,00
2016/2017	amantungwa	Khumalo	KZN253		OGODWENI	WARD 5	NGR		5	1 015 621,03
2016/2017	Mgundeni	Mabaso	KZN253		ROTHMAN EXT	WARD 5	NGR		5	1 015 621,03
2016/2017	Amashandu	Mbatha	KZN253		D 514 Ext	WARD 5	NGR		5	1 015 621,03
2016/2017	Amashandu	Mbatha	KZN253		L 1563 Ext	WARD 5	NGR		5	1 015 621,03
2016/2017	Thekwane	Shabalala	KZN253		MGWADLANA EXT	WARD 5	NGR		5	1 015 621,03
2016/2017	Thekwane	Shabalala	KZN253		D378 EXT		NGR		5	1 015 621,03
2017/2018			KZN253		ndwakazane		NGR			
2017/2018	amashandu	khumalo	KZN253		D 570 Ext	WARD 3	NGR			
2017/2018			KZN253		emanantshini		NGR			
2017/2018			KZN253		obisini		NGR			
2017/2018			KZN253		jakobhisi		NGR			
			KZN253		langalibalele		NGR			

Betterment & Regravelling Newcastle

BETTERMENT AND REGRAVELLING (UTRECHT)										
FINANCIAL YEAR	TRIBAL NAME	AMAKHOSI SERVED	LOCAL MUN NO.	PRTF NAME	ROAD NAME	PROJECT LOCATION	ACTIVITIES	START & END (KM)	TARGET LENGTH (KM)	BUDGET
2014/2015					Various					
2014/2015	AMANTUNGWA	KHUMALO	KZN253		D 326	WARD 1,4	B&R		1.3	
2014/2015	AMANTUNGWA	KHUMALO	KZN253		P 269	WARD 4	B&R			1 397 184,00
2014/2015	THEKWANE	SHABALALA	KZN253		D 473	WARD 1	B&R			1 397 184,00
2014/2015	AMASHANDU	MBATHA	KZN253		L 1429	WARD 4	B&R		3.5	
2014/2015	AMANTUNGWA	KHUMALO	KZN253		D 673	WARD 4	B&R		8	
2014/2015	THEKWANE	SHABALALA	KZN253		D 699	WARD 1	B&R		8.9	
2014/2015	MGUNDENI	MABASO	KZN253		D 378	WARD 1	B&R		6.5	1 397 184,00
2014/2015	THEKWANE	SHABALALA	KZN253		P332	WARD 1,4	B&R		18.1	
2014/2015	THEKWANE	SHABALALA	KZN253		L 1428	WARD 1	B&R		15	
2014/2015	AMASHANDU	MBATHA	KZN253		D 358	WARD 3	B&R		6.5	
2014/2015	THEKWANE	SHABALALA	KZN253		P 290	WARD 4	B&R		11	
2014/2015	THEKWANE	SHABALALA	KZN253		OL 05266	WARD 4	B&R		3.7	
2014/2015	AMANTUNGWA	KHUMALO	KZN253		P 308	WARD 1,2	B&R		3	
2014/2015	MGUNDENI	MABASO	KZN253		OL 1352	WARD 1	B&R		3.8	
2014/2015	MGUNDENI	MABASO	KZN253		P 44	WARD 4	B&R		14	1 067 008,00
2014/2015	THEKWANE	SHABALALA	KZN253		P 215	WARD 4	B&R		6	
2014/2015	THEKWANE	SHABALALA	KZN253		P 332	WARD 1	B&R		12	
2014/2015	NDLAMLENZE	NZIMA	KZN253		P 43	WARD 1	B&R		25	
2014/2015	MGUNDENI	MABASO	KZN253		P 214	WARD 3	B&R		21.2	

FINANCIAL YEAR	TRIBAL NAME	AMAKHOSI SERVED	LOCAL MUN NO.	PRTF NAME	ROAD NAME	PROJECT LOCATION	ACTIVITIES	START & END (KM)	TARGET LENGTH (KM)	BUDGET
2014/2015	AMAHLEBI	HADEBE	KZN252/4		D1331	WARD14	B&R		5	
2014/2015	KHATHIDE	KUBHEKA	KZN252/4		D279	WARD1	B&R		9.3	
2014/2015	EMALANGENI	NKOSI	KZN252/4		D2476	WARD 9	B&R		5.5	754 286,42
2014/2015	EMALANGENI	NKOSI	KZN252/4		NKANINI (OL897)	WARD 10	B&R		1	
2014/2015	INGWE	ZWANE	KZN252/4		D458	WARD 1	B&R		3.4	
2014/2015	INGWE	ZWANE	KZN252/4		D151	WARD 10	B&R		7	1 225 000,00
2014/2015	EMALANGENI	NKOSI	KZN252/4		P554	WARD 1	B&R		9	
2014/2015	INGWE	ZWANE	KZN252/4		D2358	WARD 5	B&R		3.5	
2014/2015	EMALANGENI	NKOSI	KZN252/4		P39	WARD 1	B&R		5	1 225 000,00
2014/2015	INGWE	ZWANE	KZN252/4		L2398	WARD 5	B&R		2.4	
2014/2015	EMALANGENI	NKOSI	KZN252/4		P207	WARD 1	B&R		5	800 000,00
2014/2015	INGWE	ZWANE	KZN252/4		L211	WARD 9	B&R		2.6	
2014/2015	EMALANGENI	NKOSI	KZN252/4		P213,P296	WARD 1	B&R		5.6	1 000 000,00
2014/2015	INGWE	ZWANE	KZN252/4		L214	WARD 1	B&R		4	
2014/2015	KHATHIDE	KUBHEKA	KZN252/4		D280	WARD 2	B&R		4	
2014/2015	KHATHIDE	KUBHEKA	KZN252/4		D537	WARD	B&R		5	800 000,00
2014/2015	INGWE	ZWANE	KZN252/4		D718	WARD 3	B&R		2.5	1 800 000,00
2014/2015	INGWE	ZWANE	KZN252/4		D114	WARD 1	B&R		14	1 000 000,00
2014/2015	KHATHIDE	KUBHEKA	KZN252/4		D112	WARD 1	B&R		10.8	
2014/2015	INGWE	ZWANE	KZN252/4		P210	WARD 1	B&R		12.8	1 225 000,00
2014/2015	INGWE	ZWANE	KZN252/4		L1569	WARD 1	B&R			
2014/2015	INGWE	ZWANE	KZN252/4		D96	WARD 1	B&R		4	
2014/2015	INGWE	ZWANE	KZN252/4		D470	WARD 4	B&R		4.2	1 800 000,00
2014/2015	GULE	GULE	KZN252/4		L2138	WARD 1	B&R			
2014/2015	INGWE	ZWANE	KZN252/4		P205/1	WARD 1,2	B&R		10	
2014/2015	EMALANGENI	NKOSI	KZN252/4		D325	WARD 4	B&R		5.7	
2014/2015	GULE	GULE	KZN252/4		L2399	WARD 1	B&R		5.6	1 225 000,00
2014/2015	INGWE	ZWANE	KZN252/4		D91	WARD 1	B&R		11.1	
2014/2015	KHATHIDE	KUBHEKA	KZN252/4		EASTBONNIE	WARD 5	B&R		5.7	

2015/2016	AMASHANDU	MBATHA	KZN253		D 104	WARD 3
2015/2016	THEKWANE	SHABALALA	KZN253		P 217	WARD 4
2015/2016	AMANTUNGWA	KHUMALO	KZN253		L 1431	WARD 3
2015/2016	AMANTUNGWA	KHUMALO	KZN253		D 376	WARD 3
2015/2016	NDLAMLENZE	NZIMA	KZN253		L 1429	WARD 1
2015/2016	AMASHANDU	MBATHA	KZN253		D 514	WARD 3
2015/2016	NDLAMLENZE	NZIMA	KZN253		D 570	WARD 3
2015/2016	AMANTUNGWA	KHUMALO	KZN253		L 1432	WARD 1
2015/2016	AMASHANDU	MBATHA	KZN253		D 88	WARD 3
2015/2016	MGUNDENI	MABASO	KZN253		P 307	WARD 3
2015/2016	AMASHANDU	MBATHA	KZN253		D 699	WARD 1
2015/2016	AMASHANDU	MBATHA	KZN253		D 426	WARD 3
2015/2016	THEKWANE	SHABALALA	KZN253		L 2137	WARD 3
2015/2016	THEKWANE	SHABALALA	KZN253		P 279	WARD 4
2015/2016	MGUNDENI	MABASO	KZN253		L 1429	WARD 4
2016/2017	Mbatha	Amashandu T.A	KZN253		D 754	3
2016/2017	Nzima	Ndlamlenze	KZN253		L 1428	1
2016/2017	Mbatha	Amashandu T.A	KZN253		D296	3
2016/2017	Shabalala	Thekwane T.A	KZN253		L 2414	1
2016/2017	Mabaso	Mgudeni T.A	KZN253		D378	1
2016/2017	Mbatha	Amashandu T.A	KZN253		D349	3
2016/2017	Shabalala	Thekwane T.A	KZN253		P43	4
2016/2017	shabalala	Thekwane T.A	KZN253		D716	4
2016/2017	Shabalala	Thekwane T.A	KZN253		P42	4
2016/2017	Mbatha	Amashandu T.A	KZN253		P44	1
2016/2017	Mbatha	Amashandu T.A	KZN253		D 2454	1
2016/2017	Mbatha	Amashandu T.A	KZN253		L 2415	4

DC AREA: DC 25 AMAJUBA										
CAUSEWAYS (UTRECHT)										
FINANCIAL YEAR	TRIBAL NAME	AMAKHOSI SERVED	LOCAL MUN NO.	PRTF NAME	ROAD NAME	PROJECT LOCATION	ACTIVITIES	START & END (KM)	TARGET LENGTH (KM)	BUDGET
2014/2015	AMASHANDU	MBATHA	KZN253		WAAIHOEK(D2454)	WARD 3	CC		1	227 321,32
2014/2015	AMASHANDU	MBATHA	KZN253		D473	WARD 1	CC		1	227 321,32
2014/2015	NDLAMLENZE	NZIMA	KZN253		L2416	WARD 1	CC		1	227 321,32
2014/2015	THEKWANE	SHABALALA	KZN253		D716	WARD 4	CC		1	227 321,32
2014/2015	MGUNDENI	MABASO	KZN253		P332	WARD 1	CC		1	227 321,32
2014/2015	AMASHANDU	MBATHA	KZN253		EERSTELING(L1563)	WARD 3	CC		1	227 321,32
2014/2015			KZN253		L2416/B	WARD	CC		1	227 321,32
2015/2016	NDLAMLEZE	NZIMA	KZN253		I 2416 A		CC		1	274 916,00
2015/2016	AMANTUNGWA	KHUMALO	KZN253		2416 B		CC		1	274 916,00
2015/2016	THEKWANE	SHABALALA	KZN253		P 290		CC		1	274 916,00
2015/2016	AMANTUNGWA	KHUMALO	KZN253		VAALBANK		CC		1	274 916,00
2015/2016	AMANTUNGWA	KHUMALO	KZN253		ESIDAKENIIA,B&C		CC		1	274 916,00
2016/2017	Amashandu T A	Mbatha	KZN253		D 99	WARD 1	PG		1200	466 740,62
2016/2017	Amashandu T A	Mbatha	KZN253		D 358	WARD 3	PG		1200	466 740,62
2016/2017	Amashandu T A	Mbatha	KZN253		D 715	WARD 3	PG		1200	466 740,62
2016/2017	Amathungwa	Khumalo	KZN253		L 1429	WARD 4	PG		1200	466 740,62
2017/2018			KZN253		KWAMANCAMANDE		CC			
2017/2018			KZN253		OGODWENI		CC			
2017/2018			KZN253		NKAMISANE 3		CC			
2017/2018			KZN253		JAKOBHISI EXT		CC			
2017/2018			KZN253		LANGALIBALELE		CC			

Department of Rural Development And Land Reform					
Municipality	Project	Status	Ward	Beneficiaries	Budget
Emadlangeni	Emadlangeni Ward 3 Amantungwa VIP Sanitation	Construction Completed	1	340	R 2 661 263.88
	Emadlangeni Ward 3 Waterval VIP Sanitation	Construction Completed	2	340	R 2 552 517.00
Entire District	Design of Livestock Infrastructure	Design report completed	Numerous	Not determined as yet	R1 020 937.98
Dannhauser & Newcastle	Amajuba Livestock - fencing	Contract Awarded	Numerous	Not determined as yet	R 3 416 977.35
	Amajuba Livestock - dip tanks	Contract Awarded	Numerous	Not determined as yet	R 6 000 000.00
Total				R15 651 695.33	

Department of Public Works								
Project	Project Description	Local Municipality	Start Date	End Date	Budget	Job Creation	Funder	Comments
Amajuba District Office Wims No 047895	Upgrades and additions to new store ; to house an electrical; bricklayers workshop and flame proof painters	Newcastle	05-Nov-2013	30-Mar-2015	R 3 800 000	11	DOPW	The project is 30% construction complete.
Newcastle School Of Industries 033959	Hostels and dining hall	Newcastle	02-Feb-2012	01-Sep-2014	R 46 000 000	40	DSD	5b 75% construction complete

Osizweni Handi Craft Center 046982	Underpinning of foundation and upgrades to ablutions facilities	Newcastle	02-Sep-2013	02-Mar-2015	R25 000 000	33	DSD	10% construction complete and 14% time lapse.
Osizweni Service Center 053655	Upgrade and additions	Newcastle	15-Apr-2014	16-Apr-2015	R20 000 000	Not yet on site	DSD	Addressing land issues
Madadeni Rehabilitation Centre 046901	Repairs and additions	Newcastle	21-Sep-2013	28-Apr-2015	R 39 000 000	32	DSD	08% Construction complete
Newcastle Birken Stock (Mafahlawana) Office 053651	Repairs and Renovations: Fencing; Septic Tank; Concrete Slabs etc.	Newcastle	15-May-2013		R 197 000	Not yet on site	DAEA	On tender stage
Bumbisizwe Special School 051741	Repairs and Renovations	Newcastle	16/01/2014	16/01/2015	7 218 500	10	DOE	Recently Handed over
Sizakancane Primary School 052322		Newcastle	17/012014	16/07/2014	2 600 000	10	DOE	Recently handed over

Department of Co-operative Governance and Traditional Affairs

Project Name	Project Description	Project Objective	Budget Allocation	Funding Source	Implementation Date	Anticipated Completion
Establishment of the District Disaster Management Centre	The establishment of a DDMC for ADM which will serve all 3 LM's	<p>Improve management and response to incidents</p> <p>Have a more integrated approach to service delivery</p> <p>Facilitate the implementation of the DMP</p>	R 6 500 000	KZN COGTA	1 September 2013	31 March 2015

SOUTH AFRICAN NATIONAL ROADS AGENCY LIMITED (SANRAL)

PROJECT	TOLL/NON-TOLL	STAGE	LOCAL MUNICIPALITY	CURRENT	2014/2015	2015/2016	2016/2017
DNNBN: Ngongo (Newcastle) Pedestrian Bridge	Non-Toll	Planning and Design	New Castle	525 000	0	0	0
MPRAC: R621/MR35 (36.1) - Newcastle (52.3)	Non-Toll	Planning and Design	NewCastle/Dann Hauser/Emnambithi	0	17 300 000	14 400 000	736 800
Newcastle Bypass Reseal	Non-Toll	Planning and Design	New Castle	21 000 000	62 000 000	519 000	0
DSRGA: Nkunzi River - One Tree Hill	Non-Toll	Construction	Dann Hauser/New Castle	11 403 328	45 211 670	855 000	0
Newcastle Bypass	Non-Toll	Planning and Design	New Castle/Dann Hauser/Emnambithi	0	5 000 000	2 500 000	136 800 000

5. Environmental Sustainability

Table 98: Projects by Sector Departments (Goal Five)

Department of Environmental affairs				
Service delivery plans	Funding source	Budget	Year of implementation	Locality
6 play parks in disadvantaged areas	DEA- EPIP	12 000 000	2014/15	NLM
Recycling /Buy-Back Centre	DEA-EPIP	7 000 000	2014/15	MDL
Greenest Municipality 2012/13	DEA- EPIP	3 000 000	2014/15	NLM
Greenest Municipality 2013/14	DEA- EPIP	3 000 000	2014/15	NLM
Buy-back centre	DEA-EPIP	7000 000	2014/15	NLM

Youth Jobs in Waste	DEA-EPIP		2014/15	NLM
Youth Jobs in Waste	DEA-EPIP		2014/15	DLM
Youth Jobs in Waste	DEA-EPIP		2014/15	MDL

6. Governance and Policy

Table 99: Projects by Sector Departments (Goal Six)

No projects have been identified.

7. Spatial Equity

Table 100: Projects by Sector Departments (Goal Seven)

Department of Rural Development and Land Reform				
Local Municipality	Project Name	Property Description	Extent (ha)	Product Type
Land Reform Projects				
Emadlangeni	Schurveberghok	Remainder of Portion 3 of the Farm Schurveberghoek No. 30, Portion 4 of the Farm Schurveberghoek No. 30	537.3603	Grazing and Settlement
Newcastle	Mlondolozu	Portion 13 (of 7) of the Farm Schuilklop No. 109	134.9197	Sheep, Poultry and Vegetables
	Greenwich Farm	Portion 1 of the Farm Greenwich No. 8487	205.2433	Vegetables, Timber and Livestock
Total			877.5233	
SPLUMA Projects				
Emadlangeni	Spatial Development Framework		R 376 000.00	
	Utrecht Precinct Plan		R 277 020.00	

Dannhauser	Dannhauser Precinct Plan	R 277 020.00
	Land Use Management Scheme	R 394 788.70
Total		R 1 324 828. 70

Department of Rural Development and Land Reform				
Local Municipality	Project Name	Ward	Activity	Budget
Plas Acquisition (Planned)				
Emadlangeni	Novembers drift		Valuation	R 14 900.00
	Dageraad	4		R13 900.00
	Frischgewaagdt	4		R15 400.00
	Idlelo Agricultural Farming	4		R12 300.00
	Watervaal/Mahaye			R16 416.00
	Dageraad		2 nd Valuation	R15 200.00
Total				R 88 116.00
Local Municipality	Project Name	Ward	Activity	Budget
Dannhauser	Donkerhoek	1	Valuation	R 14 600.00
	Junction/Ukukhanya	1		R 24 012.00
	KweKhuphe			R 14 700.00

Total				R	53 312.00
Newcastle	Gibson Farms	1	Valuation	R	25 750.00
Total				R	25 750.00
Sub Total				R	167 178.00
Local Municipality	Project Name	Ward	Hectares(ha)	Budget	
Emadlangeni	Schuverberghoek/ Time to Strive		537	R	6 800 898.00
	Geelhoutboom/ MAG Thompson	1	541.2146	R	2 232 232.75
	Senzangakhona		1197.26	R	5 559 611.00
Dannhauser					
Total			2275.4746	R	14 592 741.75

Department of Human Settlements				
(Planned projects 2014/15)				
Project Name	Local Municipality	Project Type	Total Units	TOTAL BUDGET PER PROJECT
Charlestown	Newcastle	IRDP	1500	R677k
Madadeni H39	Newcastle	Slums Clearance	890	R412k
eMawozeni	Newcastle	IRDP	100	R78k

Faileigh/Siyahlala-la	Newcastle	Slums Clearance	1200	R562k
Khathide	Newcastle	Rural	2000	R150k
Osizweni E Phase 2	Newcastle	ISU	1240	R150k
Goedehoop	eMadlangeni	IRDP	596	R386k
uBuhlebomzinyathi	Dannhauser	Rural	2500	R2 360k
Dannhauser	Dannhauser	IRDP	1000	R627k
TOTAL				R5 402k

Projects under construction for 2014/15

Project Name	Local Municipality	Project Stage	Total Units	TOTAL BUDGET PER PROJECT '000
oSizweni E Phase 2	Newcastle	Construction	1240	R24 510
Osizweni E Phase 3	Newcastle	Construction	690	R14 948
Khathide Phase 2	Newcastle	Construction	1000	R34 370
Charlestown	Newcastle	Servicing of Sites	1500	R6 159
eMawozeni	Newcastle	Servicing of Sites	100	R2 569
Madadeni H39	Newcastle	Servicing of sites	890	R1 026
Madadeni Disaster	Newcastle	(Roof renovations)	1000	R16 280
TOTAL			6 420	R99 862

Department of Human Settlements

MTEF 2015 – 2019

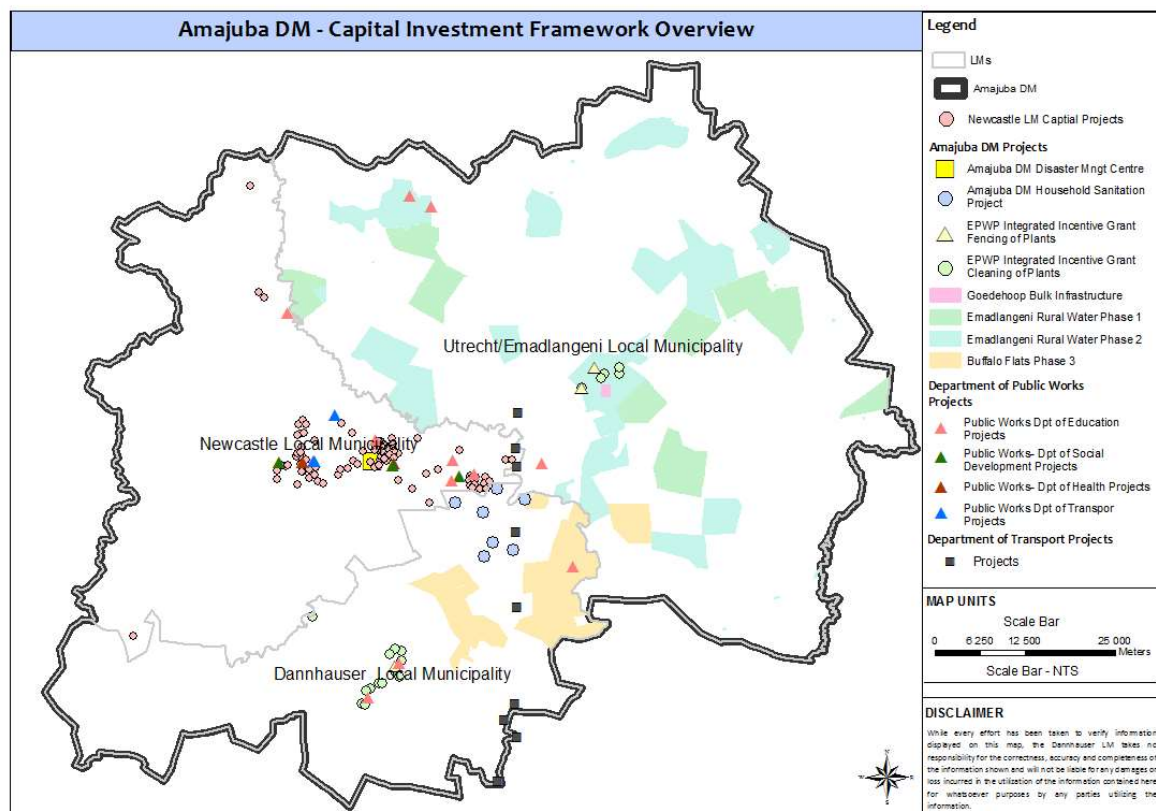
Khayaletu	Planning	Amajuba	eMadlangeni KZ253	IRDP	Packaging	31
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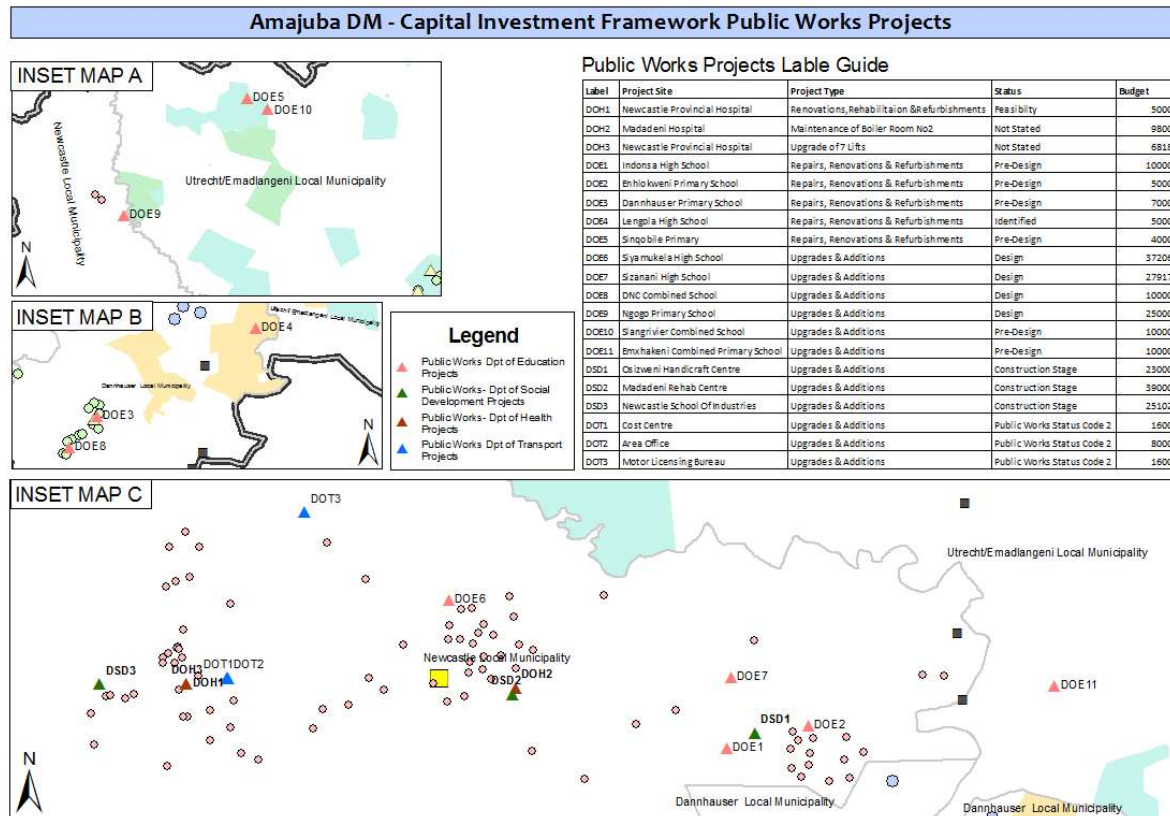
Goedehoop Extension	Planning	Amajuba	eMadlangeni KZ253	IRDP	Planning	596
Khatide Phase 2	Planning	Amajuba	Newcastle KZ252	Rural	Planning	2 000
Emawozeni	Planning	Amajuba	Newcastle KZ252	IRDP	Planning	100
Fairlegh/ Siyahlala -la	Planning	Amajuba	Newcastle KZ252	Slums Clearance	Planning	1 200
Charlestown	Planning	Amajuba	Newcastle KZ252	IRDP	Planning	1 500
Osizweni E Phase 2	Planning	Amajuba	Newcastle KZ252	ISU	Planning	1 240
Madadeni H 39	Planning	Amajuba	Newcastle KZ252	ISU	Planning	890
Blaauwbosch (2011)	Planning	Amajuba	Newcastle KZ252	ISU	Planning	2 011
Dannhauser	Planning	Amajuba	Dannhauser KZ254	IRDP	Planning	1 000
Buhlebomzinyathi	Planning	Amajuba	Dannhauser KZ254	Rural	Planning	2 500
Flint Peach Hill	Planning	Amajuba	Dannhauser KZ254	Rural	Identified	550
Mourne Hill Top	Planning	Amajuba	Dannhauser KZ254	Rural	Identified	400
Sten Drive Inn	Planning	Amajuba	Dannhauser KZ254	ISU	Identified	500
Garden Housing	Planning	Amajuba	Dannhauser KZ254	ISU	Identified	500
Drycut Farm	Planning	Amajuba	Newcastle KZ252	Rural	Identified	100
Soulcity/Stafford Hill	Planning	Amajuba	NewcastleKZ252	ISU	Identified	1 000
Kwamathukuza Extension	Planning	Amajuba	Newcastle KZ252	IRDP	Identified	200
Tuam Farm	Planning	Amajuba	Newcastle KZ252	IRDP	Identified	1 000
Ingogo Farm	Planning	Amajuba	Newcastle KZ252	Rural	Identified	1 000
JBC Phase 2 and 3	Planning	Amajuba	Newcastle KZ252	ISU	Identified	7 500
Bosworth Farm	Planning	Amajuba	Newcastle KZ252	IRDP	Identified	500
Soulcity Madadeni Section 3	Planning	Amajuba	Newcastle KZ252	Slums Clearance	Identified	60
Amajuba Forest	Planning	Amajuba	Newcastle KZ252	ISU	Identified	300
Normandien	Planning	Amajuba	Newcastle KZ252	Rural	Identified	600
Wykom	Planning	Amajuba	Newcastle KZ252	IRDP	Identified	100
Kilbachan Settlement	Planning	Amajuba	Newcastle KZ252	IRDP	Identified	200

12.7 Strategic Mapping

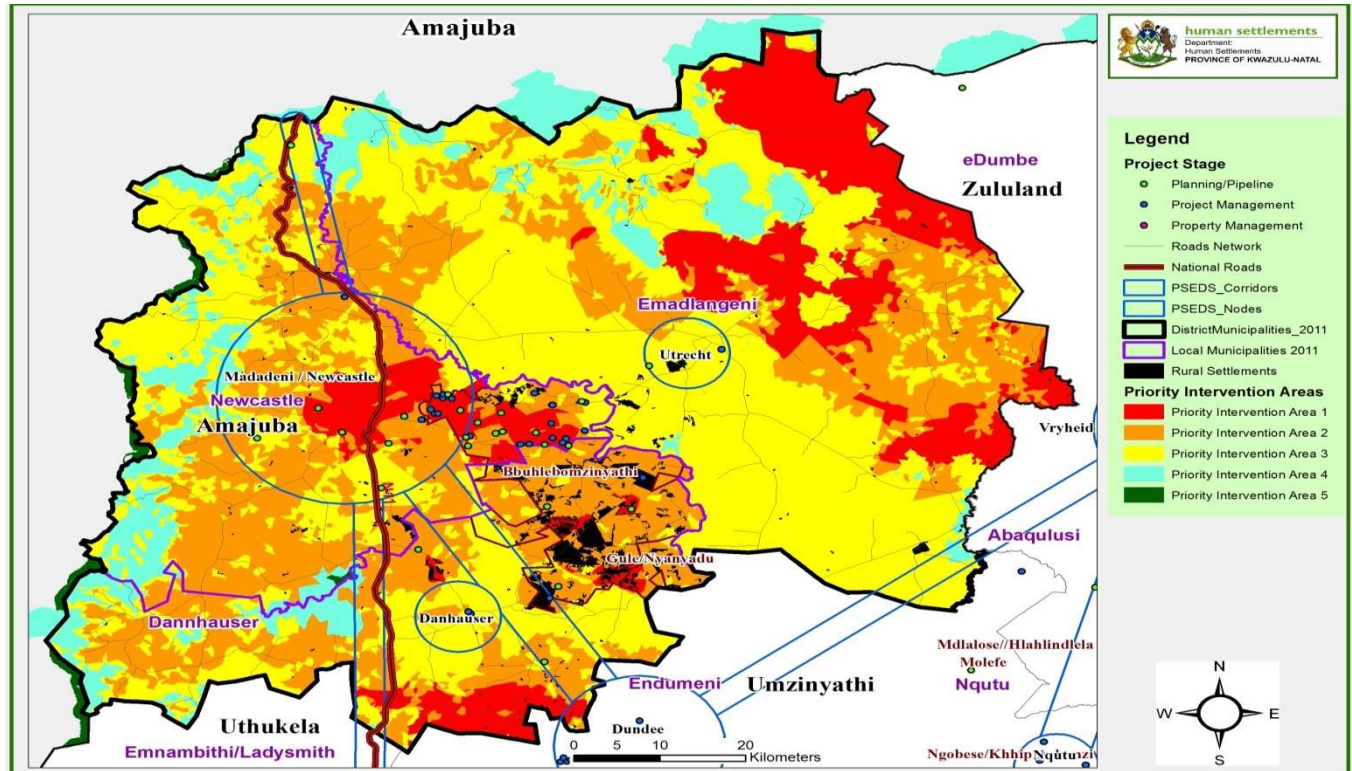
The map bellows serves to provide a geographical overview on the spatial location of infrastructure investment or initiatives currently being pursued by the Amajuba District Municipality. Priority areas are indicated on the map, hence these areas are to receive attention so as to ensure backlogs pertaining to water and sanitation are addressed.

Map 1: Capital Investment Framework





Maps 2: Projects by Department of Human Settlements



NEWCASTLE LOCAL MUNICIPALITY
NEWCASTLE LM

Legend
Capital Projects
Sanitation
Sewerage
Stormwater
WWTTP
Water

Legend
Place Names
Railways
National Rd
Provincial Rd
Urban edge
Farm Parent
Farm Sub-divisions
Rivers
Dams
Cadastral
Local Municipalities

LOCALITY

MAP UNITS
Scale: 1:100,000

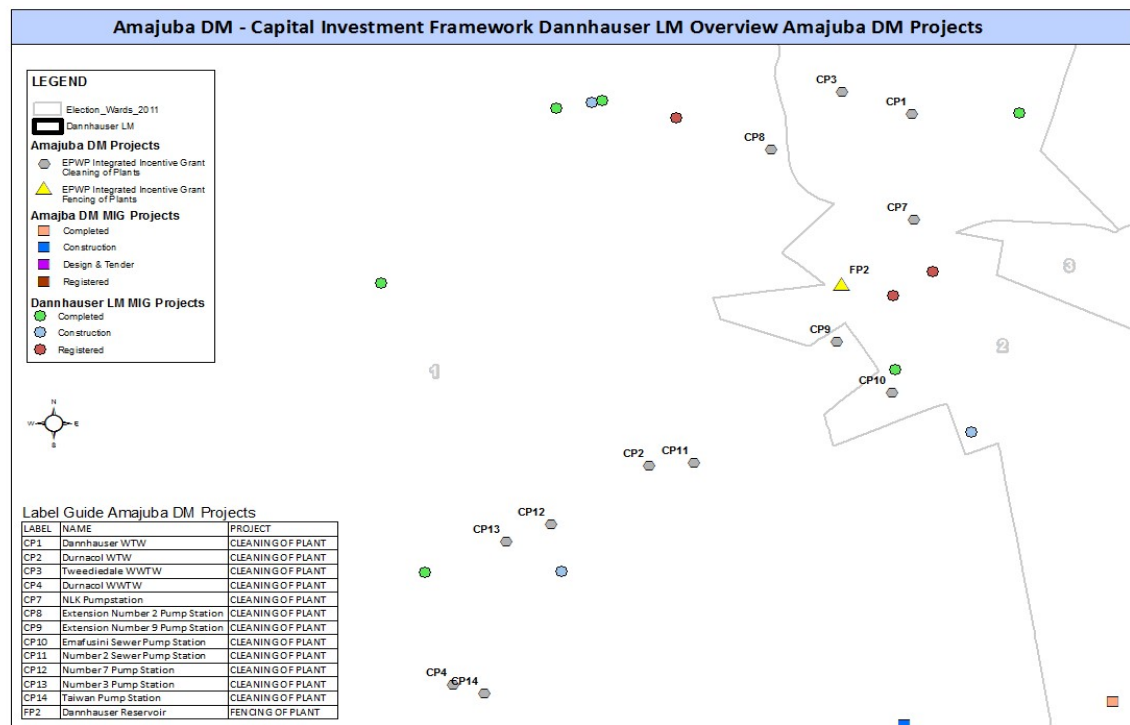
LOGO

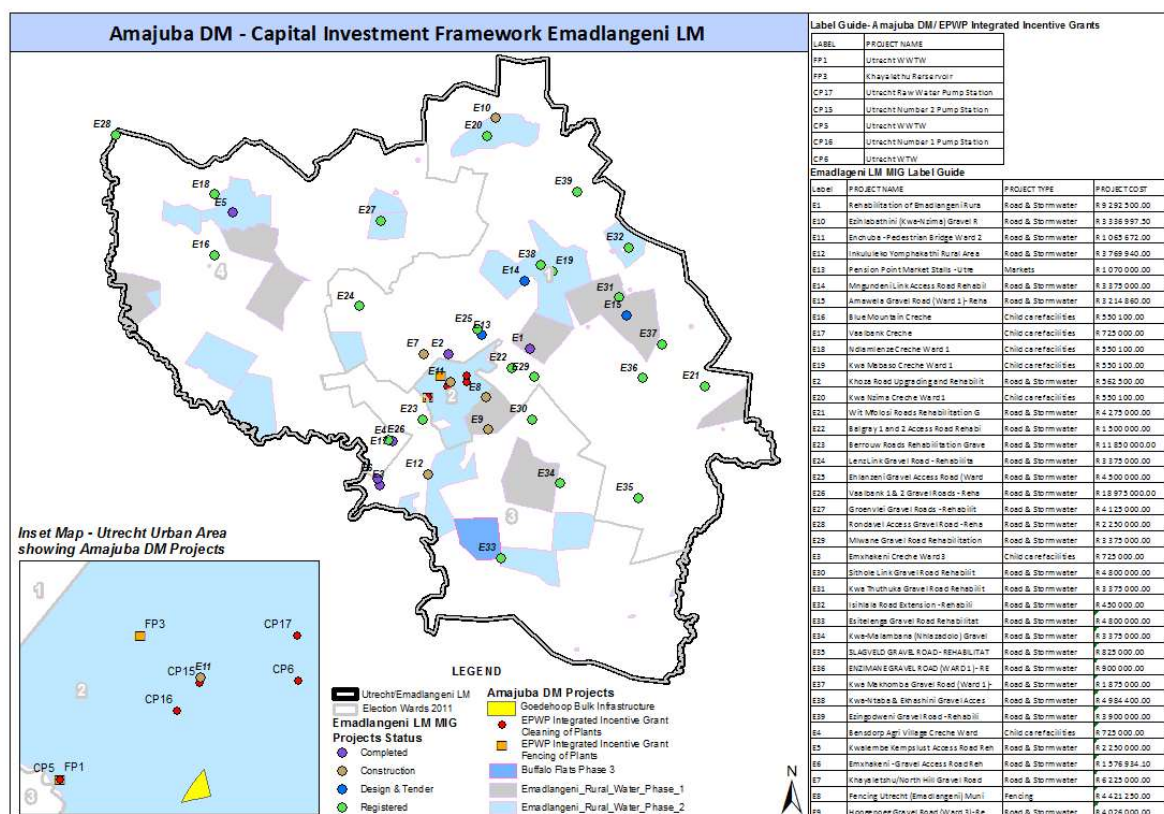
DISCLAIMER
While every effort has been taken to verify information displayed on this map, the user assumes all responsibility for the completeness, accuracy and completeness of the information shown, and will be liable for any damages in case of any use of the information contained here for whatsoever purposes.

NEWCASTLE LOCAL MUNICIPALITY/UMASIPALA WASE NEWCASTLE * NEWCASTLE CAPITAL PROJECTS - TECHNICAL SERVICES

The above map highlights the capital projects to be undertaken or currently underway by the Newcastle Local Municipality. The capital projects range from construction of roads,, bridges, provision of water and sanitation services in an effort to minimise basic services backlogs.

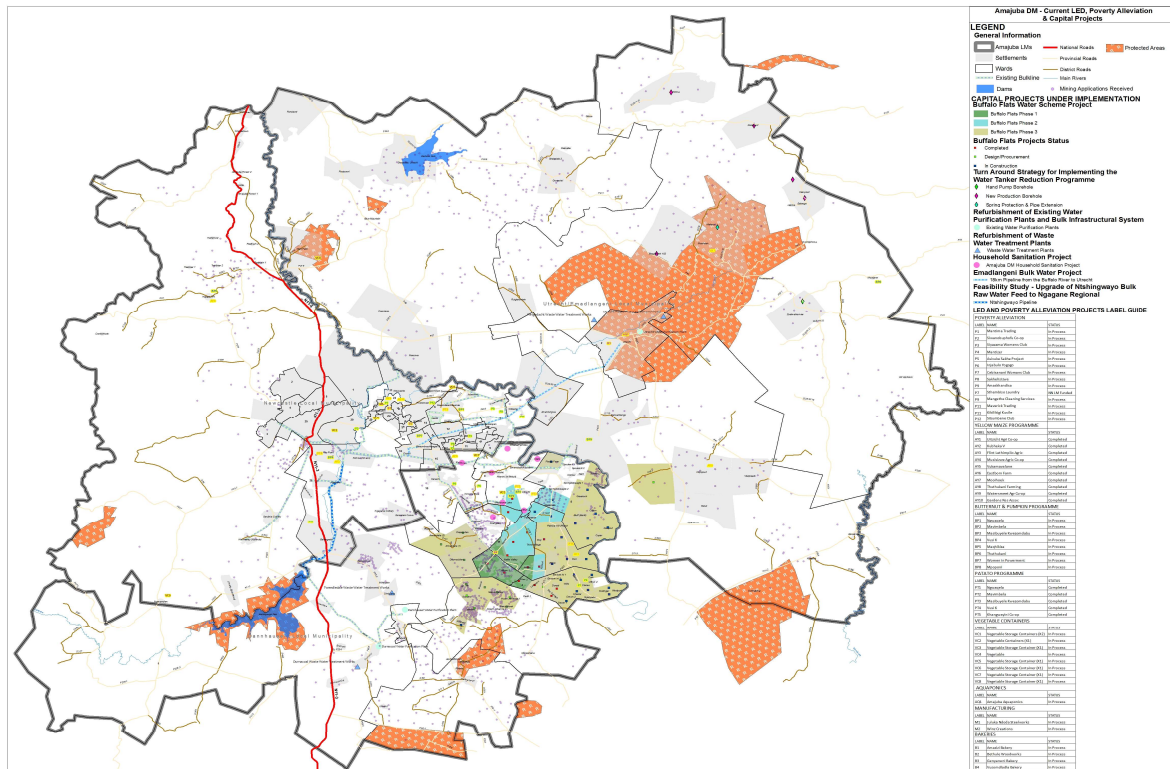
Map 5: Capital Projects by Emadlangeni and Utrecht





The above maps spatially depicts the areas earmarked for capital investment initiatives to be undertaken by the Dannhauser Local Municipality and the Emadlangeni Local Municipality. One must take cognisance of the fact that the respective municipalities mentioned above do not render water, sanitation and electricity services, hence the nature of capital projects differs from that of the Newcastle Local Municipality.

Map 6: LED and Capital investment including mining



The above map spatially depicts a range of projects viz:

- LED
- Poverty alleviation
- Capital investment
- Proposed mining

The above mentioned initiatives are to be undertaken by the Amajuba District Municipality. Hence it determines areas whereby infrastructure and economic development focus should fall upon. Environmental consideration has been given attention when deciding upon these initiatives, however, with regards to mining; the Amajuba District Municipality has taken a strong stance in evaluating applications so as to ensure the protection of the environment and progressive economic development.

The final say with regards to mining applications vests with the Department of Mineral Resources, thus limiting the discretion of the Amajuba District Municipality pertaining to mining.

13 SPATIAL PLANNING, ENVIRONMENTAL AND DISASTER MANAGEMENT

Spatial planning in the Amajuba District Municipality occurs within the national and provincial policy directives, and sets the agenda for spatial planning at a local level. The national policy framework includes the Constitution of the Republic of South Africa, various pieces of legislation that gives effect to the intentions of the Constitution in respect of spatial planning, and the associated policies that outlines the spatial transformation and development agenda. Provincial policy occurs in the form of the KwaZulu-Natal Provincial and Growth Development Strategy. Amajuba SDF aligns with these policy directives and enables the municipality to contribute to the attainment of the spatial development targets and objectives outlined in these policies and deals directly with the spatial issues facing the district.

13.1 Spatial Planning Mandate

Since the beginning of the new democratic era in South Africa, the notion of spatial planning has become an integral part of the development planning and transformation discourse in South Africa. The Constitution (Schedule 4 Part B) bestows this responsibility to local sphere of government. In the interim, municipalities give effect to this mandate through the Development Facilitation Act, Act No. 67 of 1995 and the Municipal Systems Act, Act No. 32 of 2000. The latter requires a municipality to prepare and adopt an SDF as part of its IDP.

On 6 May 2011 the Department of Rural Development and Land Reform published the Draft Spatial Planning and Land Use Management Bill for public comment. Once passed into law, the proposed legislation will replace the Development Facilitation Act No 67 of 1995, Removal of Restrictions Act No 84 of 1967, the Physical Planning Act No 88 of 1967 and other laws.

The Bill provides, *inter alia*, for a uniform, effective, efficient and integrated regulatory framework for spatial planning, land use and land use management in a manner that promotes the principles of co-operative government and public interest. It provides for and determine development principles, compulsory norms and standards for land use management, and promotes sustainable and efficient use of land.

As prescribed in the bill, the Amajuba SDF gives effect to the development principles enshrined in the bill, and presents both a narrative and visual representation of a five year spatial development plan. It assumes a long term vision and identifies significant structuring and restructuring elements of the spatial form. It is intended to guide delivery of basic services, reshape settlement patterns and enhance the quality of the environment.

13.2 National Spatial Planning

The National Planning Commission (NPC) was established in 2009 and tasked *inter alia* with the formulation of a long term strategic plan for the South Africa. In November 2011, NPC had completed the formulation of the National Development Plan 'vision 2030' (NDP). The NDP articulates a long term vision for the country and aim at shaping government's service delivery and development programmes as well as guiding spatial transformation.

In addition to this plan, the national government has adopted various sector based policy frameworks. The majority of these have serious implications for spatial planning at a local level. In view of the scope of work, rural/ peri-urban nature and underdevelopment that characterises Amajuba, only the following are considered:

- National Development 'Vision 2030';
- The New Growth Path;
- Comprehensive Rural Development Strategy and the associated programme; and

- The Comprehensive Plan for the Development of Sustainable Human Settlements.

13.3 Provincial Spatial Planning

The spatial economy of KwaZulu-Natal Province is characterized by extreme levels of uneven development and spatially defined dualisms between the three urban commercial industrial manufacturing centres of Durban, Pietermaritzburg, Richards Bay on the one hand, and the poverty stricken and underdeveloped rural hinterland of the former KwaZulu Bantustans (now tribal areas) on the other. As such, the provincial spatial structure is highly inefficient. In response to this, the provincial government introduced the Provincial Spatial Economic Development Perspective (PSEDP) and the newly adopted KwaZulu-Natal Provincial Growth and Development Strategy to guide spatial transformation, growth and development in the short to medium term.

13.3.1 Provincial Spatial Development Vision

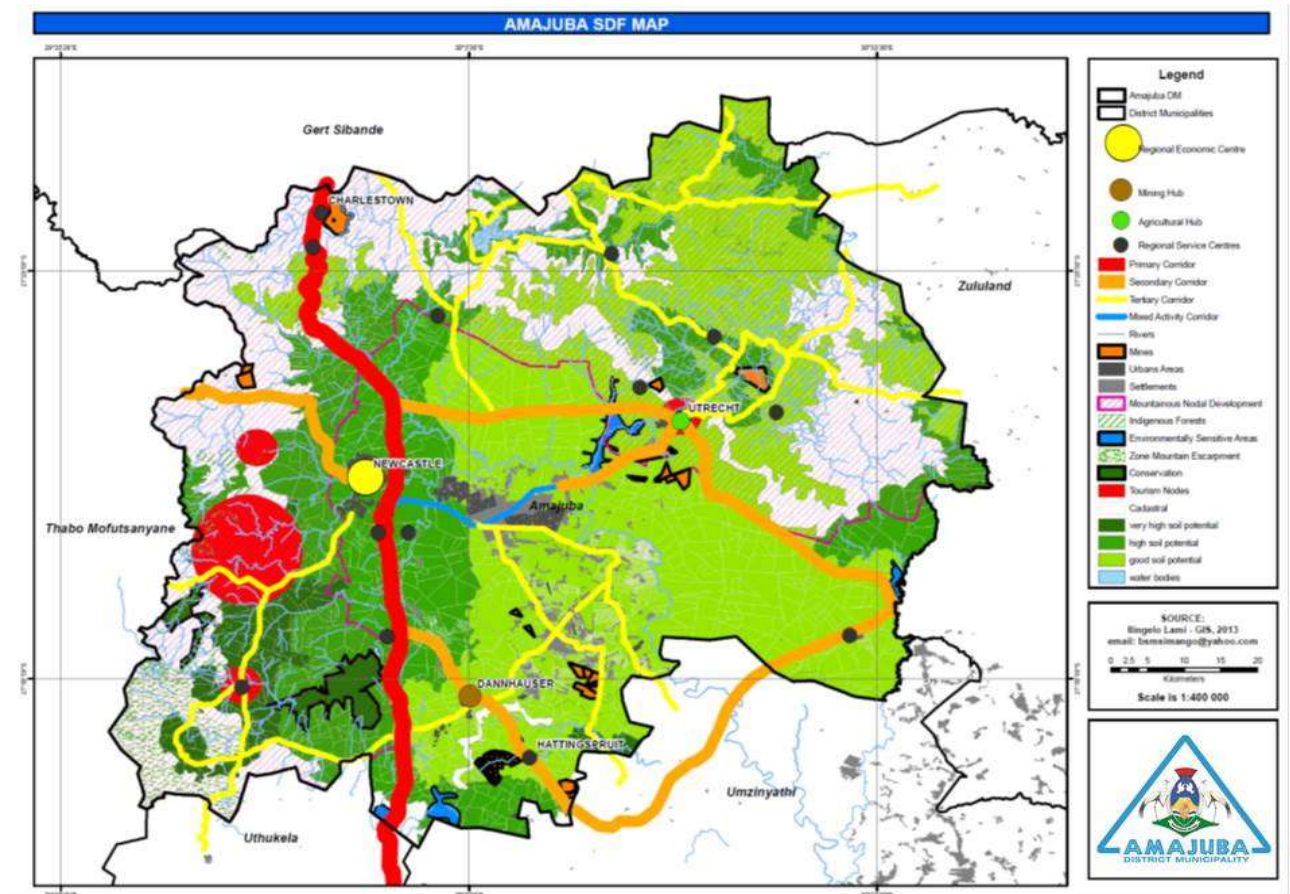
During the mid-2000s, KwaZulu-Natal developed a Provincial Spatial and Economic Development Strategy (PSEDS) in an effort to create a spatial representation of the old Provincial Growth and Development Strategy (PGDS) which was introduced during the mid-1990s. PSEDS identified development corridors and nodes, and characterises these according to the dominant economic sectors. It also identified agriculture, industry, tourism and service sectors as the main drivers of the provincial economy. It recognizes the strategic location and potential of Amajuba District in terms of all the above-mentioned sectors.

Newcastle is classified as a Secondary Node which is an urban centre with good existing economic development and growth potential, and which services the regional economy. N11 corridor is identified as an existing corridor. PSEDS also identify a secondary corridor (SC12) which runs between three centres, namely Greytown-Msinga-Madadeni. This corridor has potentials for production of labour intensive, mass produced goods which are more dependent on labour costs, and affordable transport linkages (i.e. agriculture and mining), retail and private sector services which are large employers of skilled and semi-skilled workers in advanced economies, tourism which is dependent on tourism attractions and public service and administration.

13.3.2 District Spatial Planning

Spatial planning is a shared function between the district and the local municipalities with the district focusing mainly on cross-border issues, bulk infrastructure and regional economic development. The current Amajuba SDF (developed during the early 2000s) provides an overview of the districts spatial development trends and patterns, and outlines strategies for spatial transformation at a district level. It adopts a service centre (service node hierarchy) approach and accordingly identifies primary, secondary and tertiary nodes.

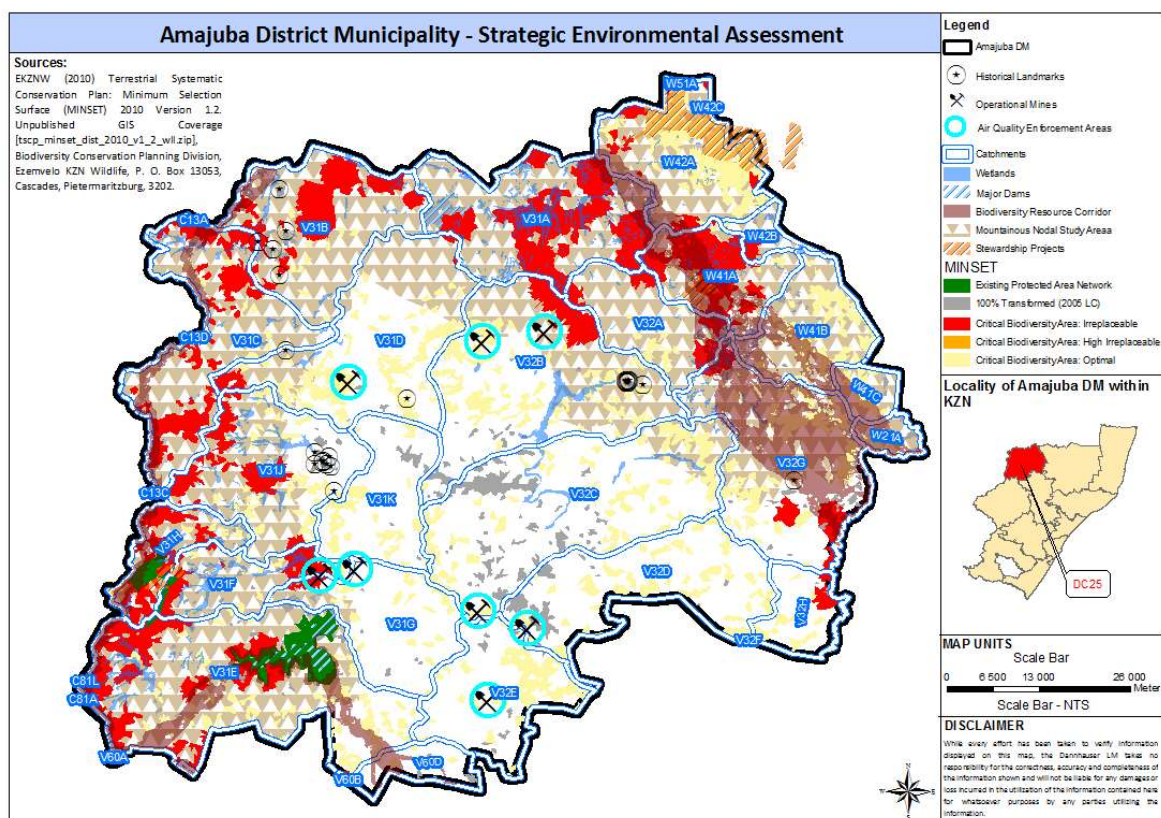
Map 7: ADM Spatial Development Framework



The district is predominantly rural and dominated by extensive commercial farmlands. Newcastle is the main urban centre and economic hub. Towns such as Dannhauser and Utrecht serve as secondary service centres with limited thresholds. The N11 which runs in a north-south direction linking the KwaZulu-Natal with Mpumalanga province serves as the primary corridor and main access route to the district while P37, P483 and P211 are identified as secondary corridors. In addition, they identify the following key areas for intervention:

- Improved access and service delivery to urban and rural areas;
- Facilitating efficient agricultural development;
- Developing the tourism potential and managing the environmental resources; and
- Developing a hierarchy of service nodes.

13.3.3 District Environmental Management



In 2002, Amajuba has developed a Strategic Environmental Management Plan and an Environmental Management Plan was developed in 2010. This was done in fulfilment of the requirements of The National Environmental Management Act of 1998. It was prepared as a means to promote sound environmental management and promote sustainable land use practices within the district. It provides a comprehensive picture of the status of the environment, and outlines a strategic direction for environmentally sustainable development and effective management of the natural resources. It adopts a long-term vision, but also identifies short to medium term actions that need to be addressed as part of an integrated development planning (IDP) process.

- Soil erosion in the North Western and Middle Eastern regions of the district;
- Intrinsic biodiversity value of areas in high lying and mountainous terrain;
- Unprotected environmentally sensitive areas; and
- Mining and industrial pollution of rivers.

Environmental Services unit receives and provide comments EIA's, EMP's, EMP development applications. The unit also facilitate and co-ordinate other environmental related activities such as clean-up- campaigns, commemorates environmental calendar days e. g World Environmental Day, Wetlands Day, Ozone layer Day & Arbour Week Celebration.

13.4 Environmental and Waste Management

The Amajuba District Municipality's natural environment is characterised by expansive grasslands, interspersed with mist belt forests that surround the urban environments in which most of the human populations are located. The grassland biome is one of the most threatened of the seven biomes found in South Africa. It covers an area of approximately 339 237 km² (29% of South Africa's land surface area) with approximately **30% irreversibly transformed** and only 2.8% formally conserved. Grasslands provide essential ecosystems services

in the form of water production from wetlands, carbon sequestration, and pollinators for crops, rangeland for stock farming as well as the natural beauty essential for tourism development. All of these ecosystem services are necessary for economic development but in some circumstances, such economic development threatens the grasslands due to the very nature of such development being unsustainable.

The key to protecting our grasslands is to ensure that unsustainable development is kept to a minimum and to **secure** the remaining 60% untransformed areas through biodiversity friendly practices and **formal conservation protection**. Such an approach is in the national interest when the contribution such grassland areas make towards water and food security is compared to the short term gain experienced by unsustainable practices/development that could destroy the vital ecosystem services provided by such areas.

Almost 80% of the grassland areas that a) provide vital ecosystem services, b) are important from a biodiversity perspective, c) have tourism potential, d) are important from a livestock farming perspective and e) provide a range of other essential ecosystem services are **privately or communally owned**. An innovative mechanism is thus needed to ensure that such areas are secured and formally protected.

In this regard, **the KZN Biodiversity Stewardship programme** focuses on developing partnerships with private and communal landowners and land users with the aim of adequately protecting important biodiversity. Conservation Stewardship has been defined as *“the wise use, management and protection of the natural resources that have been entrusted into your care,”* and involves the development of incentives for landowners to conserve important habitats on their lands.

At a generic level, three simplified stewardship options for land owners were developed from a possible selection of 25 (from the Protected Areas Act). The exact form that stewardship will take in the area will depend on the commitment of the land owner.

The principle adopted is that the higher the level of commitment, the higher the security for the land and the greater the number of incentives for the landowner.

- The 1st option is a legally binding agreement that ensures the highest level of commitment from the landowner coupled with the most incentives. This could result in the formal proclamation of the land as a nature reserve or a protected environment.
- The 2nd option is a memorandum of agreement and is often termed a “Biodiversity Agreement.” The landowner still enjoys incentives at this level but less than option 1.
- The final or 3rd option is called a “Conservation Area” and is basically the entry level for any stewardship programme. Landowners who choose this option enjoy substantially less incentives than the first 2 but are still part of the programme.

The KZN Biodiversity Stewardship programme is the type of mechanism needed to protect and secure our threatened natural grasslands areas from disappearing altogether and thus reduce the impact on dwindling natural resources necessary for our survival.

Already, pilot stewardship initiatives are taking off in the ADM around the Ncandu forest reserve located at the headwaters of the Ncandu river (where an additional 3500 Ha could be formally protected within the next year) as well as near Utrecht at the headwaters of the Pongola river. These initiatives will secure natural forested land as well as the surrounding high altitude grasslands located there and contribute over 10% towards the achievement of provincial conservation targets for the type of grassland located there (and nearly 2% for the natural forest conservation target)! More initiatives will develop over the next 5 years.

The table below summaries the core environmental sector plans that the municipality is either in process of developing or reviewing.

Table 101: Environmental Sector Plans

NAME	STATUS	IMPACTS
Integrated Environmental Programme	Complete	<ul style="list-style-type: none"> The development of the EIP is to ensure that environmental considerations are integrated with the final outputs of the IDP.
AQMP	In progress	<ul style="list-style-type: none"> guide air quality management activities and ensure that air quality is not harmful to health and wellbeing
Environmental Management Plan	Complete	<ul style="list-style-type: none"> The Environmental Plan should, contain: <ul style="list-style-type: none"> i) a statement on the environment ii) an identification of key areas of intervention iii) policies and strategies linked to a spatial plan
Climate Control Policy	In progress	Guide the districts/municipality in developing and implementing programs to respond to climate change. Allow informed decision making by municipal leadership.
Environmental Management Plan Review	Complete	
Integrated Waste Management Plan	The municipality has a draft plan which needs to be reviewed and aligned with the new waste management guidelines	<p>The Integrated Waste Management Plan should give effect on the following strategies:</p> <ul style="list-style-type: none"> To establish an integrated district-wide solid waste management system. To promote and implement a recycling programme in the district. To upgrade existing waste disposal facilities.
Mountainous Areas Nodal Study- Phase 1	Complete	<ul style="list-style-type: none"> The identification of Conservation and Approaches zones with preferred and non-preferred land uses. The identification of Nodes for tourism development.
Mountainous Areas Nodal Study- Phase 2	In progress	<ul style="list-style-type: none"> The development of detailed town planning scheme controls for the Node experiencing the highest levels of pressure.

This sector plans will continuously be updated and reviewed as the need arises in order to ensure that it responds to the spatial changes and demands.

13.4.1 Organisational Arrangements



13.4.2 Catchment Management

Amajuba is transverse by Buffalo, UThukela River, Ncandu, Ngagane and Uphongolo Rivers. As such, good resource management is critical for the integrity and functioning of the upper catchments throughout its length. The catchment is currently under threat, from over-grazing, inappropriate fire regimes, alien plant infestations, inappropriate arable and plantation development and unsustainable harvesting, which in turn leads to groundcover and biodiversity loss and soil erosion.

The risk of floods was identified in different municipalities. The settlements in low-lying areas along the rivers are adjacent to Buffalo, UThukela River, Ncandu, Ngagane and Uphongolo Rivers should be relocated from the 1:100 year flood lines. There would be a great flooding risk if these rivers can overflow during heavy rainfall. Well managed catchments can perform their important ecological services in a far more effective and resilient manner than those which are under stress from development pressures. The EMF suggests the following as interventions to address this phenomenon:

- Range management.

Amajuba should work with the Department of Agriculture to delineate community grazing areas and to determine the appropriate grazing capacity of these areas. There are standard methods for doing this, and they are essential for range management. Importantly, this process must involve participation by the communities in question to ensure that local dynamics are accounted for. A rotational grazing system must be designed and implemented for these areas to ensure that sufficient rest is granted to the rangelands. Each targeted community should have the equivalent of a farm management plan that guides all agricultural development and management for a five year period. The farms that have been transferred through land reform programme should be considered as a priority.

- Alien plant management.

This intervention has two primary aims, firstly, the conversion of certain alien plant infestations (which are a liability) into an economic opportunity (charcoal, bio fuel, poles, firewood, etc), and in so doing provide an economic vehicle for SMMEs / local micro enterprises to generate income through value adding activities. This is an ambitious but possible intervention, requiring excellent technical and management skills, and well-structured partnerships between role players, including the private sector, the District, and relevant government departments. There are other such projects elsewhere in South Africa and the KwaZulu-Natal which have been successful. Secondly, the control of existing alien tree infestations

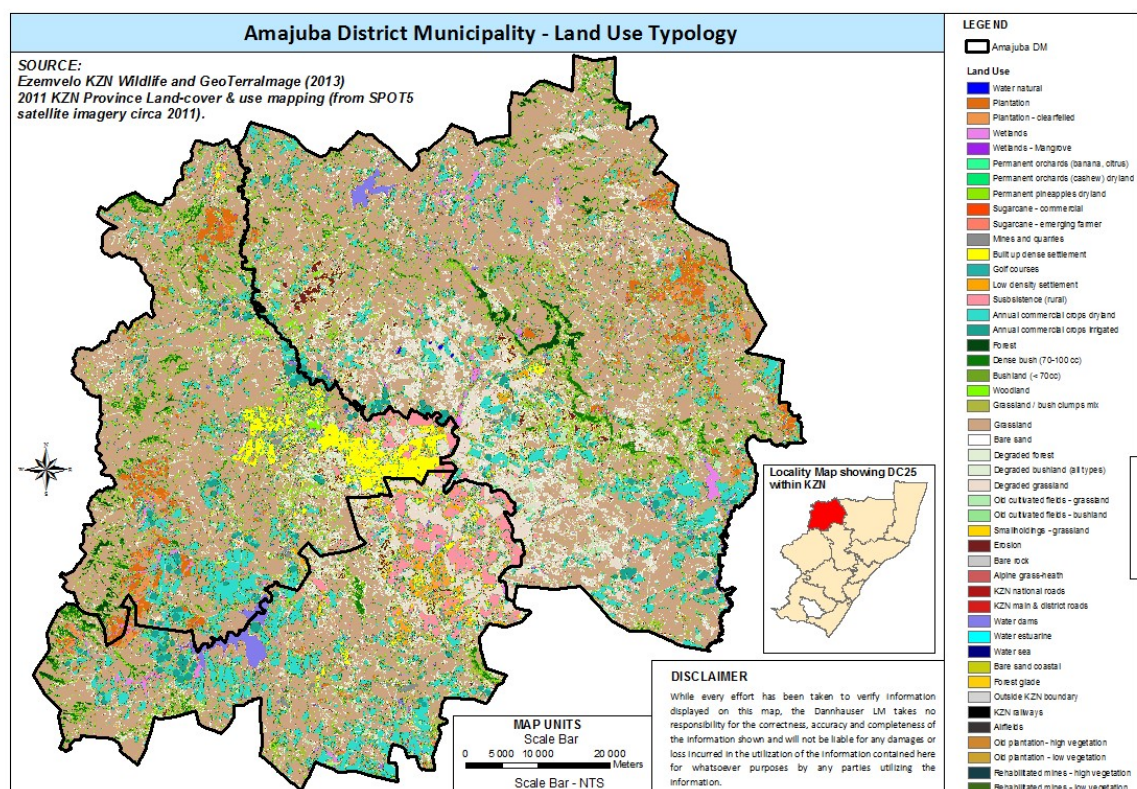
- Conservation through production (community based natural resource management).

There is no fundamental physical difference between the traditional/communal rural areas in Amajuba and the commercial farms. They are both located in the same biophysical area, with the same rainfall, similar soils, and can support similar plant and animal species. However, the major different is the management style and land tenure system.

Breakdown of co-operative communal land management has led to extensive overgrazing by wandering livestock, which has bared much of the soil in the surrounding area. Biodiversity loss is severe, livestock are often starving during winter and early spring due to insufficient biomass and nutrition, and most wildlife has disappeared as a result of poaching. The EMF advocates for the adoption of the 'conservation through production' concept with its central tenet being increasing agricultural production while reducing the vulnerability of rural livelihoods to drought and soil erosion.

This requires the application of Community Based Natural Resource Management (CBNRM) approach to involve target communities in designing and driving their production. This will strengthen the chances of success, for both productivity and resource conservation and management. Erosion prevention and rehabilitation driven from a point of soil, soil nutrient and water management for improved production indigenous and plantation forest development strategy that takes into account impacts of different species on the environmental resources. Proper demarcation of land uses based on land quality, potential and available resources.

13.4.2.1 Agriculture and Agricultural Potential and Conservation



Agricultural land needs to be protected to ensure that there are adequate resources to sustain the sector in the long run, whereas restoration efforts are required to prepare land for agricultural production. Climate change is expected to significantly impact on weather variability and agricultural production within KwaZulu-Natal which in turn will affect the most vulnerable rural communities. This will require for solution to be sought in effective conservation measures, responsiveness to climate changes with respect to choice of agricultural production techniques and products, in implementing careful water management practices and in preparation for extreme weather conditions.

Good Potential Agricultural land

Productive agricultural land is under pressure from a variety of other uses such as conservation and urban development. In some areas the productivity of land needs to be increased, whilst in other areas it is necessary to prevent land degradation from occurring. Land degradation affects all consumers of food due to decreases in production, but its impact is the most severe on rural communities who are reliant on agriculture for survival. Good potential agricultural areas offer unique opportunities for farming and food security. Areas of good agricultural

potential are recognized as areas with characteristic potential for farming based on the soil, slopes and climate of the area.

It is recommended that activities that will result in the loss of agricultural potential such as the subdivision of land, settlement and extensive infrastructure development should not be undertaken in this area. These areas should not be developed for purposes other than that of agriculture, and should retain the opportunity for future agricultural production. Good potential agricultural land located within existing settlements but is too small or lack the appropriate infrastructure to become viable agricultural areas could be considered for small scale or intensive food production and urban agriculture.

Moderate Potential Agricultural land

Despite the fact that these areas may have some form of agricultural potential this can only be determined through more detailed site specific slope and soil analysis. As agricultural potential of these areas could be high, additional analysis of these sites is recommended. If any place is considered to have high agricultural potential then the management priorities and land use guidelines for the high/good agricultural potential constraint should be applied.

Low Potential Agricultural Land

Land with low agricultural potential refers to areas that have limited value for agricultural production, commercial farming in this area is not recommended and yields from farming in this area are not likely to be profitable and may in fact result in negative impacts such as erosion and land degradation. This may be as a result of steep slopes, unfavourable soils or climatic conditions. Therefore activities within this area are not inhibited by agricultural potential. It is recommended that this area be used for extensive agriculture such as grazing or subsistence farming. It is critical however that stocking rates be carefully considered ensuring that land degradation does not occur and that subsistence farming does not occur on steep slopes that will result in soil erosion.

13.4.3 Bio – Diversity Conservation

Areas of high biodiversity are important for their intrinsic value in the ecosystem. These areas have very high development constraint and care should be taken to ensure that large scale transformation does not occur and that the ecological functioning of these sites is not lost. These areas are afforded legal protection in terms of environmental management legislation. Any development within protected areas is subject to an EIA and will require extensive consultation with all interested and affected parties.

13.4.3.1 Wetland Conservation

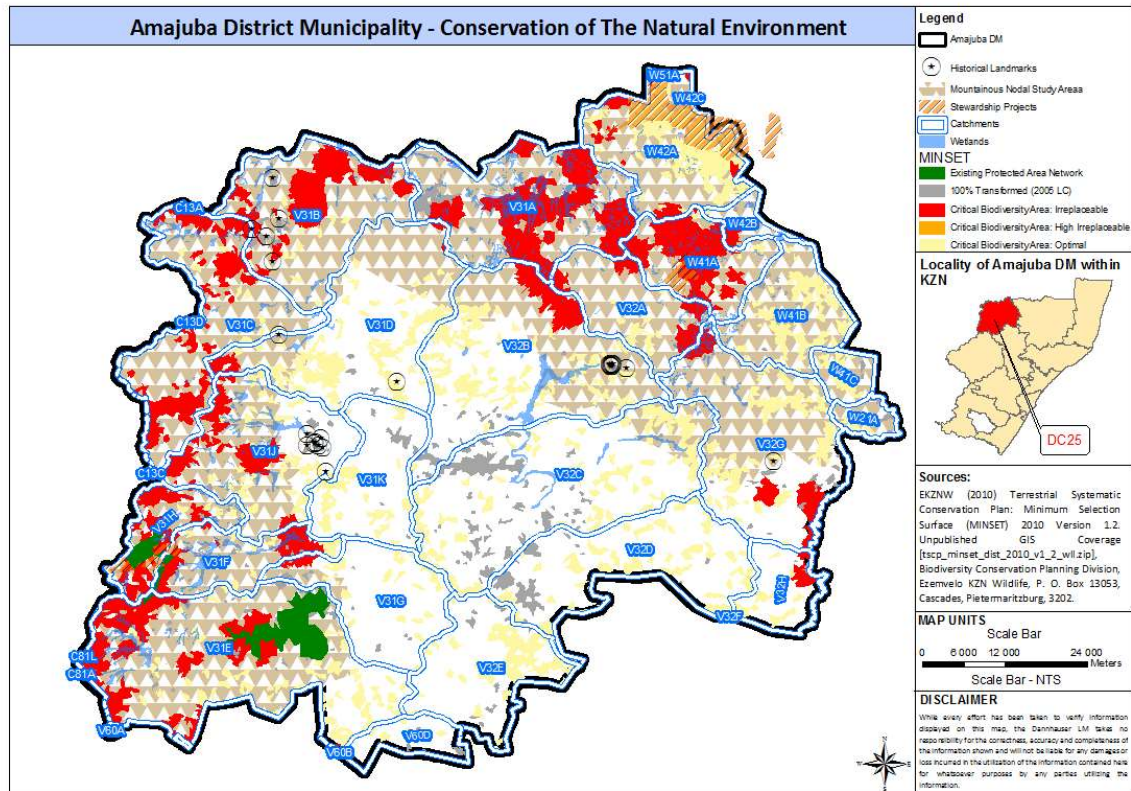
Wetlands play a critical role in the ecosystem water management and biodiversity conservation. As such, they deemed to be no-go areas in terms of development on site. In the interim the following will serve as guidelines for an effective management of wetlands:

- No activity that will result in the transformation of wetlands is recommended. Wetlands should be retained for the ecosystem goods and services they supply, therefore only rehabilitation and conservation activities are proposed within the zone.

- In cases where wetland impacts cannot altogether be avoided or acceptably mitigated on-site, consideration must be given to establishing off-site wetland offsets that would result in positive impacts for wetland management in the region.
- 32m confidence buffer will be established around each wetland area as on-site delineation of wetlands has not been undertaken.

13.4.3.2 Protected Areas

Map 8 – Biodiversity



Activities that are compatible with biodiversity management objectives and that would result in a net increase in biodiversity should be supported. In cases where biodiversity impacts cannot altogether be avoided or acceptably mitigated on-site, consideration must be given to establishing suitable off-site biodiversity offsets that would result in positive impacts for biodiversity in the region.

13.4.3.3 COP 19

COP 19 is the nineteenth meeting of the congress of the parties (COP) since the UN Convention on Climate Change (UNFCCC) entered into force in 1995. The parties meet annually to assess progress in dealing with climate change. The COP adopts decisions and resolutions, published in reports of the COP. Successive decisions taken by the COP make up a detailed set of rules for practical and effective implementation of the UNFCCC.

The COP also serves as the meeting of the Parties to the Kyoto Protocol, which also adopts decisions and resolutions on the implementation of its provisions. This annual meeting is referred to as the Conference of the Parties serving as the meeting of the Parties to the Kyoto Protocol (CMP). However, Parties to the Convention that are not Parties to the Protocol are able to participate in the CMP as observers, but without the right to take decisions.

Outcomes of Cop 19

The 19th annual UN climate conference (COP19) concluded in Warsaw on Sunday November 24. Although delivering a set of relatively low decisions, Warsaw produced enough to keep countries on track to agreeing a new global climate deal at COP21 in Paris in 2015. This is on the proviso that substantive progress is made in the coming 12 months on putting some meat on the bone in terms of reduction targets. Whether negotiators did enough to keep the world on a path to less than 2°C of warming is far less certain however.

The key points coming out of the summit are as follows:

- Countries kept talks on track toward a new global climate deal in 2015, but the form and timing of submission of new commitments were weakened, raising fears that the ambitions of the new deal will be lowered.
 - The role of sub-national governments has been recognized in helping to raise climate action ambitions in the period to 2020, with agreement to facilitate learning from and sharing of sub-national government experiences.
 - A 'Loss and Damage' mechanism to help vulnerable developing countries cope with severe climate impacts has been established, but without a clear means of adequate funding.
 - Discussions on climate finance, in particular the capitalization of the Green Climate Fund and how to mobilize US\$100 billion per year by 2020 failed to bridge key divisions, with countries agreeing to continue talks in 2015.
 - On a positive note, countries agreed to modalities governing 'results-based finance' for developing countries that halt deforestation. Some US\$280 million of new funding to support initial efforts was announced by the governments of Norway, the UK and the US.
- Overall, Warsaw was procedurally successful, delivering a suite of decisions that keep the UNFCCC process ticking over. But from a climate protection perspective, it joins a growing line of COPs that have fallen short in terms of collective efforts to reduce emissions.

In the lead up to Warsaw, the UN Environment Program (UNEP) released its latest Emissions Gap report, highlighting that the world's annual emissions are likely to be 8 to 12 gigatons above where they need to be in 2020 to maintain a reasonable chance of keeping below 2°C of warming, the accepted scientific target. Unfortunately the substantive outcomes from Warsaw do little to change things.

2015 is likely to be a crucial year in paving the way forward. The World Economic Forum will dedicate a full day of its Davos conference to climate change in January. This will provide an early and critical opportunity for bringing the scientific, policy and business case for much greater ambition to the attention of top political and business leaders.

In March and April, meanwhile, the IPCC will release the second and third parts of its Fifth Assessment Report. Dealing with 'Impacts, Vulnerability and Adaptation' and 'Mitigation' respectively, the reports will lay out both climate risks and the opportunities of direct relevance to decision makers in business and government.

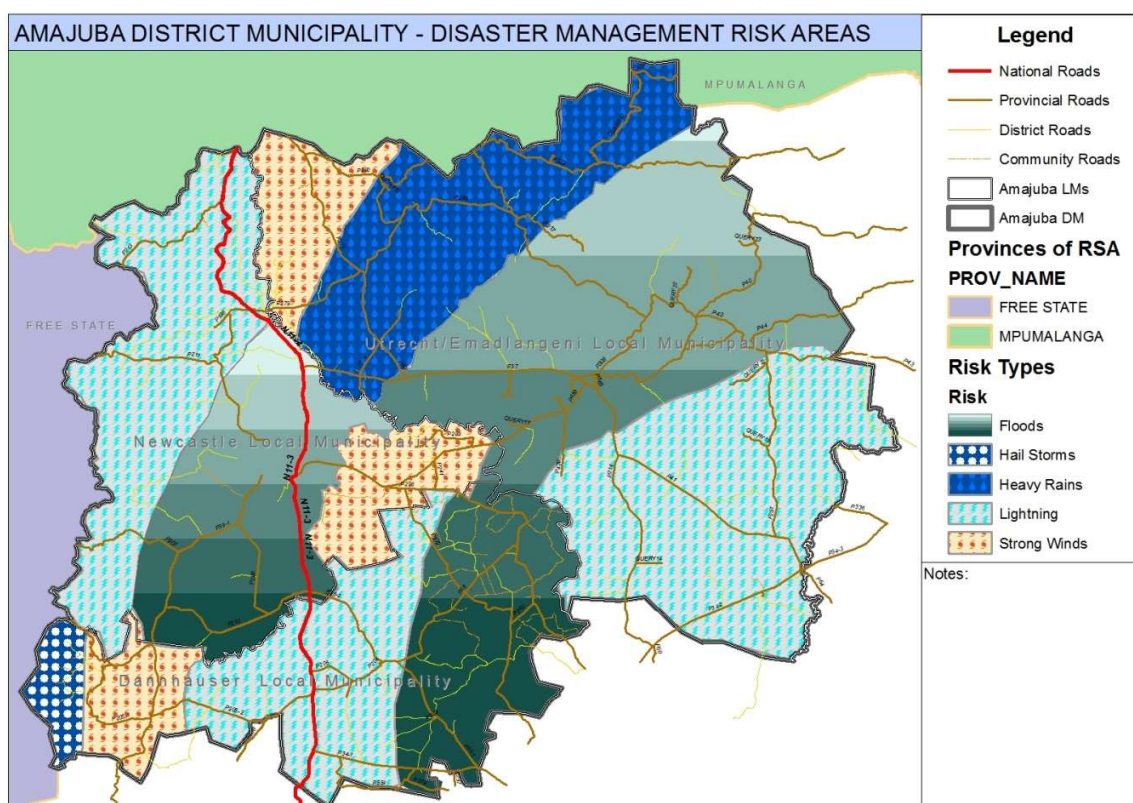
Both of these supporting initiatives are expected to provide much needed impetus to the UNFCCC process and deliver greater progress than 2013. Without this, the hopes of an ambitious global deal and the likelihood of keeping below 2°C are likely to slip from the world's collective grasp.

13.5 Implications for the Amajuba SDF

Although the Amajuba is responsible for spatial planning within its area of jurisdiction, the desired or ideal spatial and economic system is achievable if the municipality works in tandem with the relevant organs of state and civil society. This emphasises the importance of public participation and cooperative governance. To this end, land development should address the local interests. It should generate a wide range of economic development opportunities and provide a choice of living environments along a continuum from conditions of intense public environments to conditions of great privacy. It enables members of the public to conduct their daily activities quickly, easily and cost effectively while also promoting equitable access to opportunities.

13.6 Disaster Management Areas

Map 9: Disaster manager risk areas



The management of disasters in Amajuba is a mainly the responsible for the district. As such the district has prepared a Disaster Management Plan in order to minimize, reduce and eradicate any risk that the area may face due to disasters. This plan indicates that a disaster can be caused by humans or nature since these are events that are sometimes unpredictable. It also states that disasters and development have both a negative and positive relationship, this relationship needs to be recognised and managed to achieve sustainable development. In a negative sense, disasters can destroy development or uncontrolled, improper development can cause disasters.

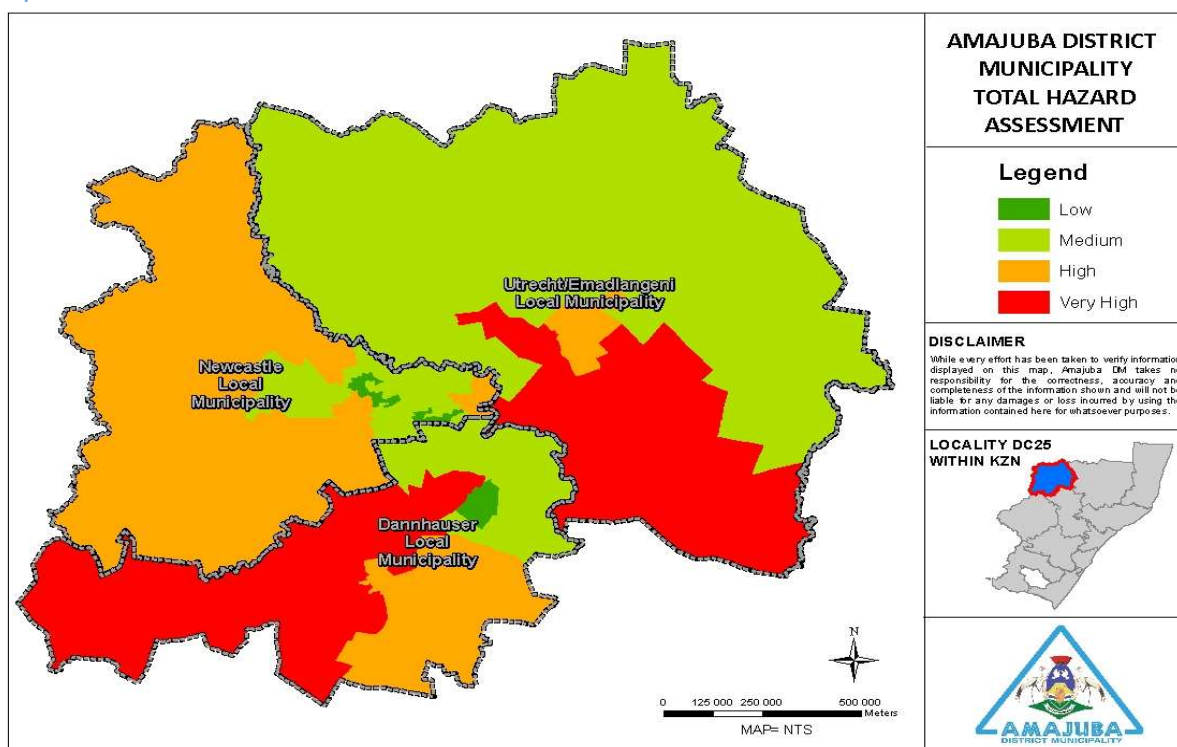
In a positive sense, disaster can create an opportunity for more resilient development and proper development can reduce the risk of disasters occurring. The Disaster Management Plan further points out that badly planned development in a floodplain increases disaster risk by making the new community vulnerable to flooding, which would constitute a disaster. The development of well-planned and effective flood defence measures can decrease the vulnerability of the community and thus contribute to disaster risk reduction. Disasters are inevitable although

we do not always know when and where they will happen. But their worst effects can be partially or completely prevented by preparation, early warning, and swift and decisive responses.

13.6.1 Natural Hazards

The geohazard (sensu stricto) that was identified is catastrophic slope failures or other kinds of ground instability. This is triggered by the hydro-meteorological factors, such as rainstorm or flood. Those parts of the Amajuba area that are underlain by the Masotcheni Formation may be prone to localised ground stability problems, if they happen to be close to areas of active donga erosion.

Map 10: Hazard Assessment



Amajuba falls into one of the highest risk zones in the country in terms of flood risks. Flooding is however also affected by local conditions, such as the level of urbanisation (which is currently increasing), the soil type and the level of environmental degradation, the local storm water management and assessment of drainage capacity. In terms of veld fires all three municipalities in Amajuba have been classified as having an extremely high risk.

13.6.2 Technological Hazards

Technological hazards are defined as danger originating from technological or industrial accidents, dangerous procedures or certain human activities, which may cause the loss of life or injury, property damage, social and economic degradation. The areas that face the risks within the district include the mines, railway lines and airport in Newcastle.

13.6.3 Risk Analysis

The top rated risks for the Amajuba District Municipality were identified as:

Fire Hazards: Veld fires as well as fires in informal settlements and Urban Areas are included under this category. Large areas of the district can be classified as rural, and agriculture plays an important role in the municipality. Fire can also cause wide spread destruction to informal settlements in the Amajuba District Municipality.

Severe Storms: Severe storms can cause damage and disruption, especially to areas where a large percentage of community members make use of informal housing;

Human Disease: This category includes diseases that can lead to rapid onset as well as slow onset disasters. Diseases and conditions included under this category include HIV/AIDS, Tuberculosis, Cholera, and Asthma.

Floods: Flood hazards in the Amajuba District Municipality can be caused by both flooding in the proximity of rivers and streams, as well as flooding in urban areas or settlements due to inadequate storm water management.

PART THREE

14 ADM Sector Plans

All sector plans referred hereto in this section are available as electronic documents. These sector plans can be provided by the municipality electronically upon request alternatively the municipal website has the Annexures mentioned below.

14.1 Spatial Development Framework

Please see attached Annexure A

14.2 Local Economic Development Plan

Please see attached Annexure B

14.3 Disaster Management Sector Plan

14.3.1 Municipal Disaster Management Centre

According to the Disaster Management Act 57 Of 2002, section 43 states that *“Each metropolitan and each district municipality must establish in its administration a disaster management centre for its municipal area. This must be done in consultation with the local municipalities within its area and may operate such centre in partnership with those local municipalities.”*

The construction of the Amajuba Disaster Management Centre is in progress and it was anticipated to be completed on 11 January 2016 and it is now anticipated to be completed on the 22nd April 2016. The original construction period was 427 days; time lapsed is 444 days. The contractor has submitted a recovery plan; in order to meet the scheduled deadlines on the recovery construction programme, the contractor was on site up until the 18th of December 2015 and resumed work on

site on the 6th of January 2016. The Contractor has to commit substantial time and resources in order to meet the anticipated completion date of the 22nd of April 2016. The estimated value of the project is R38 million.

Currently the DDMC appointed officials are operating within the district municipal building.

14.3.2 District Disaster Management Centre Structure

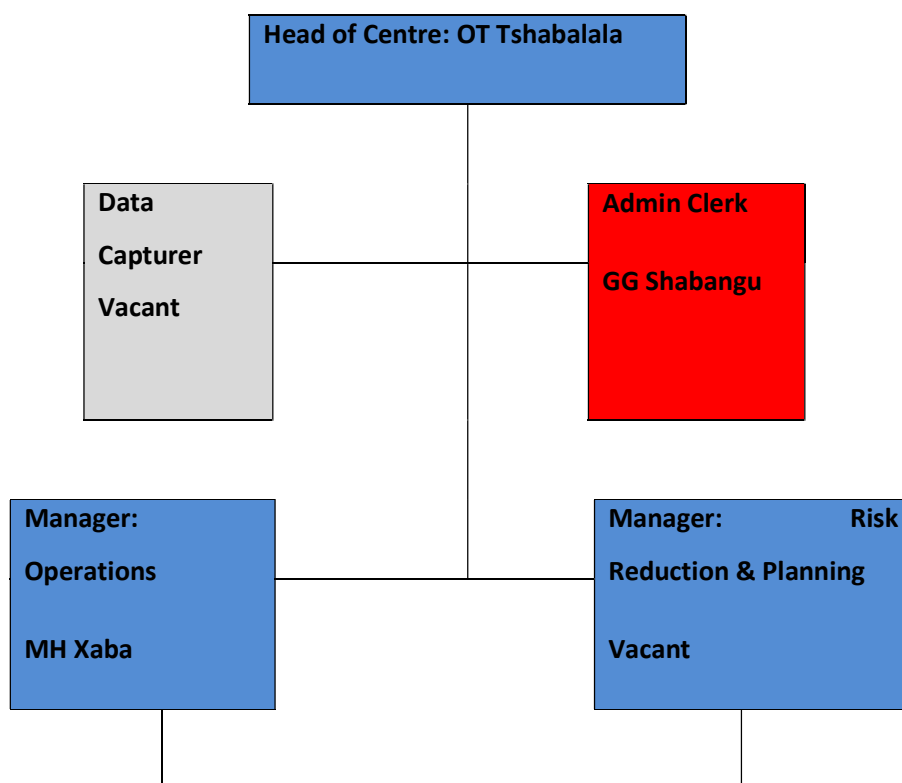
▪ Head of Centre

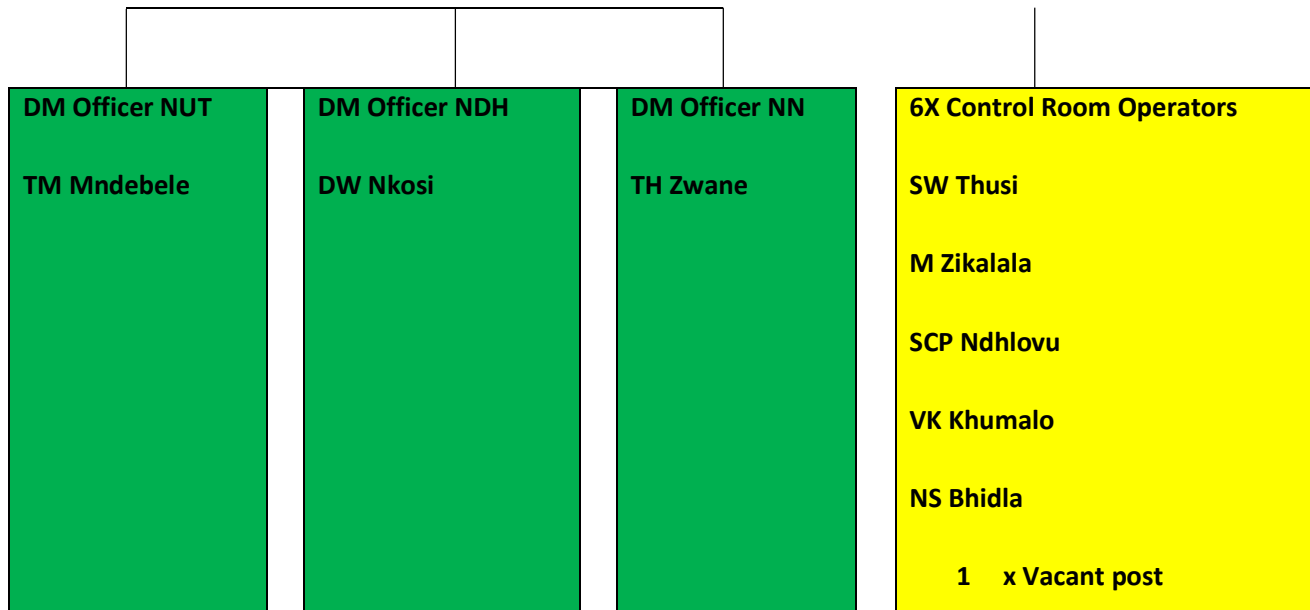
The head of disaster management centre was appointed in 2012

Mr MO Tshabalala

▪ Personnel structure

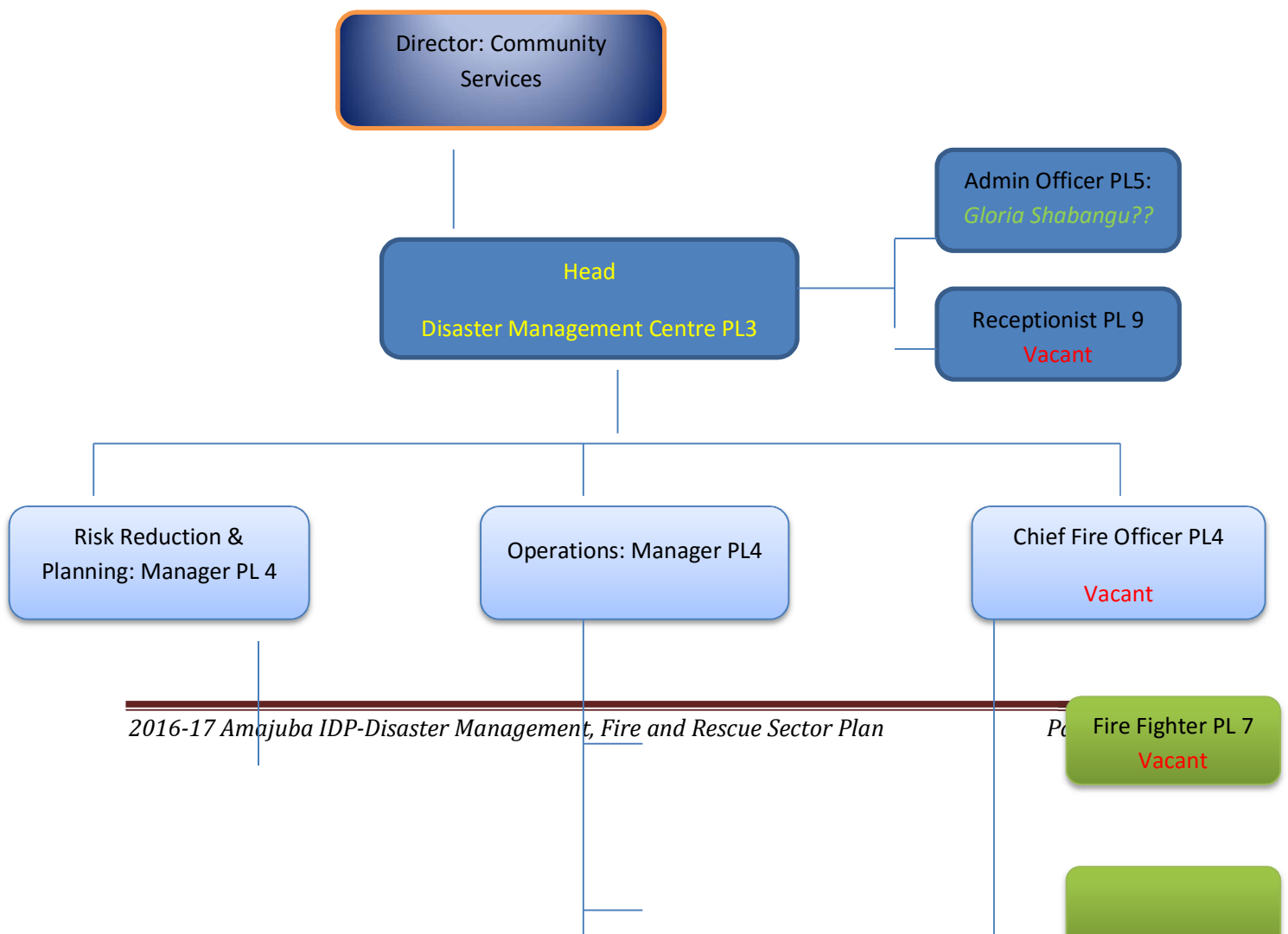
There are 10 staff members in disaster management including the Manager Operations. There are 29 trained volunteers (7 volunteers for Emadlangeni LM; 16 volunteers for Dannhauser LM and 6 volunteers for Newcastle LM).

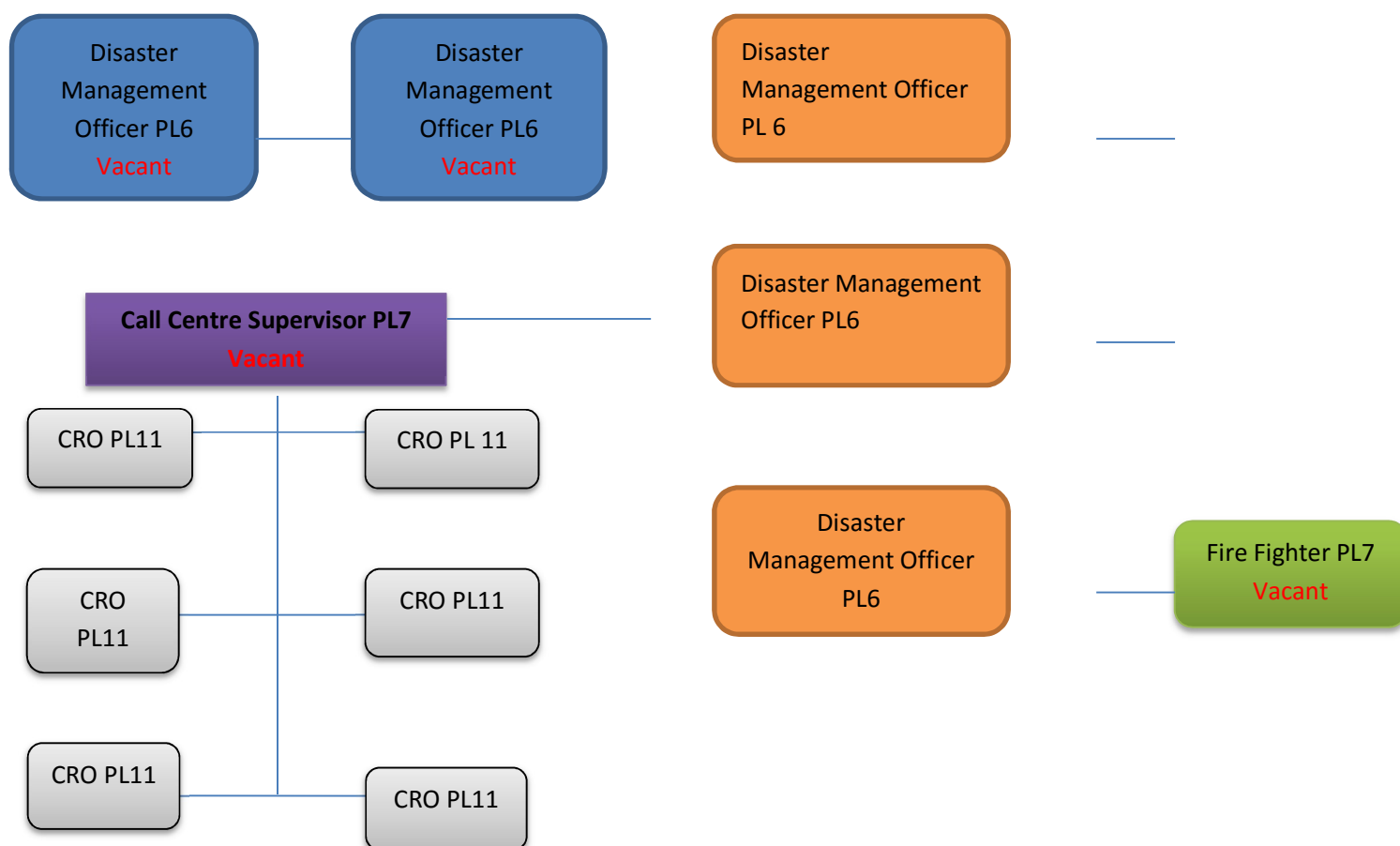




▪ **Proposed structure**

The proposed structure for the operation of the completed disaster management centre in July 2016 is as follows:





14.4 Municipal Disaster Management Policy Framework

The District has reviewed the Disaster Management Framework in October 2014 and it has been approved by the Council on the 4th December 2014. The Framework addresses the following:

- An integrated and uniform approach to disaster risk management in the district;
- Guiding and facilitating the development and implementation of disaster risk management as envisaged in the Disaster Management Act, for the district;
- Establishing prevention and mitigation of disaster occurrences as core principles;
- Facilitating cross-functional and multi-disciplinary co-operation:
 - between all disaster risk management role-players in the district;
 - with Provincial disaster risk management structures.
- Facilitating a joint code of practice on disaster risk management in the district;

- Enumerating all role-players in disaster risk management and specifying roles and responsibilities of all such role-players.
- Facilitating
 - the involvement of government, semi-government and non-government bodies, traditional leadership, technical experts and the private sector;
 - community participation and awareness.
- Facilitating and engendering disaster risk management capacity building within the district;
- Guiding the development/procurement of a disaster risk management information system;
- Taking into account research and indigenous knowledge on disaster occurrences.

14.5 Municipal Disaster Management Plan

The Disaster Management Plan (DMP) was reviewed in September 2014 and it was approved by the Council on 04th December 2014. The DMP aims to achieve the following objectives:

- prevention and reduction of disaster risks;
- mitigation of impacts; preparedness for effective response to disasters;
- minimize loss and property damage; and quick recovery from the impacts.

The DMP articulates actions to prevent and mitigate disasters and how risk reduction measures are dealt with in the long-term and managing emergencies in the shorter term, including aspects of preparedness, response and recovery. Provision is also made for the periodic reviews and updates of the DMP.

14.6 Municipal Disaster Management Inter-Departmental Committee

The Inter-Departmental Committee has been established in January 2014. It comprises of all relevant stakeholders and it meets on quarterly basis to address community services matters which includes disaster management.

Municipal Disaster Management Advisory Forum

The District Disaster Management Advisory Forum (DDMAF) is established and sits on quarterly basis, normally in February, May, August and November. There is inconsistency of stakeholder representation to the forum which hampers the effectivity of the DDMAF. The DDMAF is supported by the Technical Task Teams which address specific issues such as Fire and Climate Change.

14.7 Municipal Fire and Rescue Stations

The district will establish the Fire & Rescue unit once the construction of the Centre is completed as proposed in the organogram under 1.1.1 proposed structure.

14.8 DISASTER RISK ASSESSMENT

14.8.1 List of Priority Risks (Hazards)

Amajuba District Municipality is mostly threatened by the following hazards:
veldfires; structural fires; drought; lightning; strong winds; hailstorm; heavy rain and floods

Newcastle LM

Colour Codes: Red=Very High; Orange=High; Yellow=Medium; Light Green=Low and Green=Very Low

HAZARD	<i>Veld Fires</i>	<i>Structural Fires</i>	<i>Drought</i>	<i>Lightning</i>	<i>Strong Winds</i>	Heavy Rains	Floods
WARD 1	Red	Yellow	Red	Red	Green	Green	Green
WARD 2	Red	Green	Yellow	Green	Green	Green	Green
WARD 3	Green	Light Green	Yellow	Green	Green	Green	Green
WARD 4	Green	Green	Yellow	Green	Green	Green	Green
WARD 5	Green	Light Green	Yellow	Green	Green	Green	Green
WARD 6	Red	Red	Yellow	Red	Yellow	Green	Green
WARD 7	Red	Red	Yellow	Red	Red	Orange	Orange
WARD 8	Green	Green	Yellow	Green	Green	Green	Green

WARD 9							
WARD 10							
WARD 11							
WARD 12							
WARD 13							
WARD 14							
WARD 15							
WARD 16							
WARD 17							
WARD 18							
WARD 19							
HAZARD	<i>Veld Fires</i>	<i>Structural Fires</i>	<i>Drought</i>	<i>Lightning</i>	<i>Strong Winds</i>	<i>Heavy Rains</i>	<i>Floods</i>
WARD 20							
WARD 21							
WARD 22							
WARD 23							
WARD 24							
WARD 25							
WARD 26							
WARD 27							
WARD 28							

WARD 29							
WARD 30							
WARD 31							

Emadlangeni LM

Colour Codes: Red=Very High; Orange=High; Yellow=Medium; Light Green=Low and Green=Very Low

HAZARD	Veld Fires	Structural Fires	Drought	Lightning	Strong Winds	Heavy Rains
WARD 1						
WARD 2						
WARD 3						
WARD 4						

Dannhauser LM

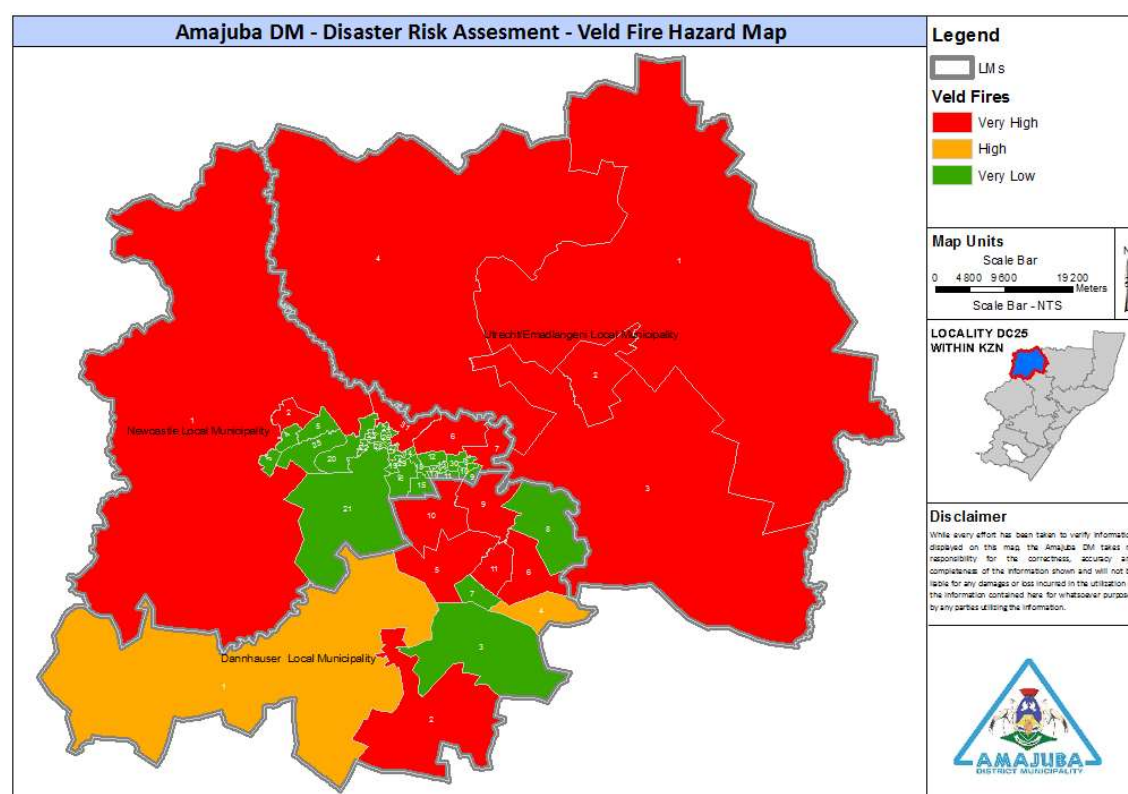
Colour Codes: Red=Very High; Orange=High; Yellow=Medium; Light Green=Low and Green=Very Low

HAZARD	Veld Fires	Structural Fires	Drought	Lightning	Strong Winds	Hailstorm	Heavy Rains
WARD 1							
WARD 2							
WARD 3							
WARD 4							
WARD 5							
WARD 6							

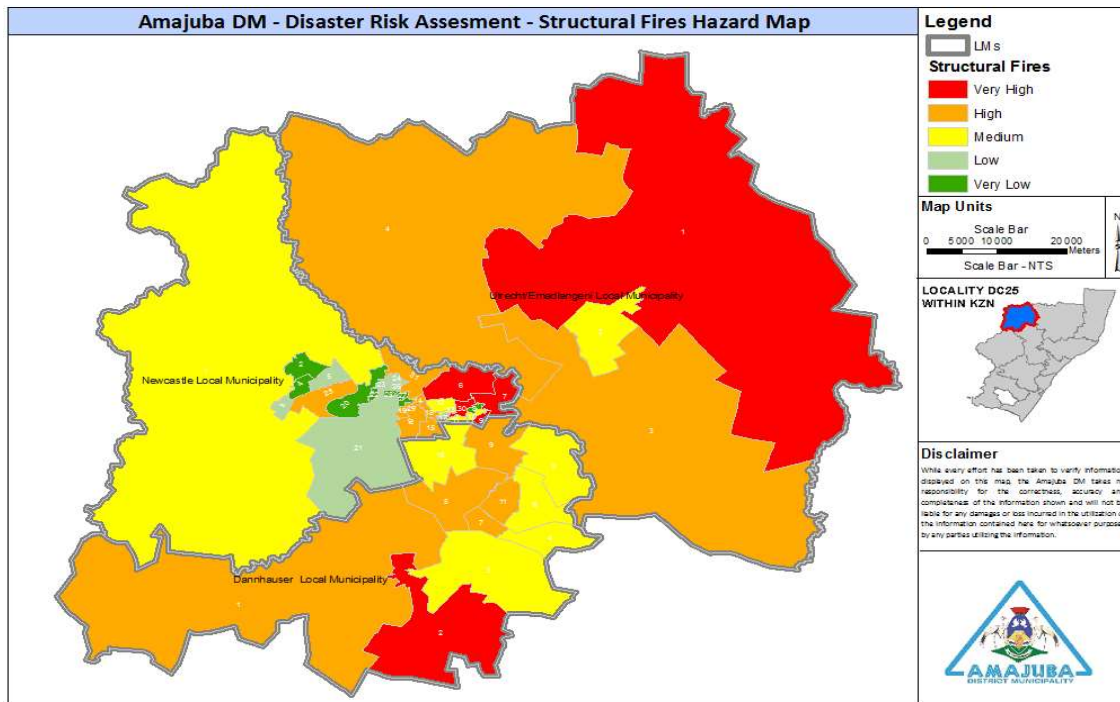
WARD 7							
WARD 8							
WARD 9							
WARD 10							
WARD 11							

2.2 Hazard Maps

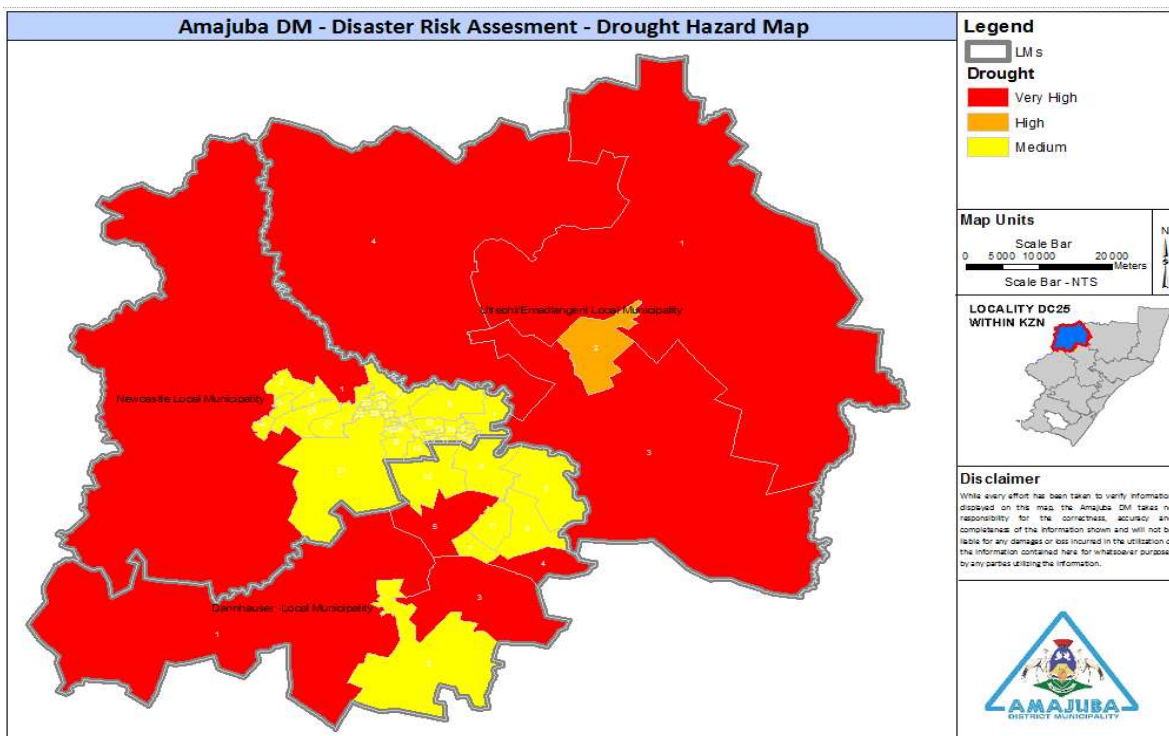
2.2.1 Map 1: Veld Fires Hazard Map



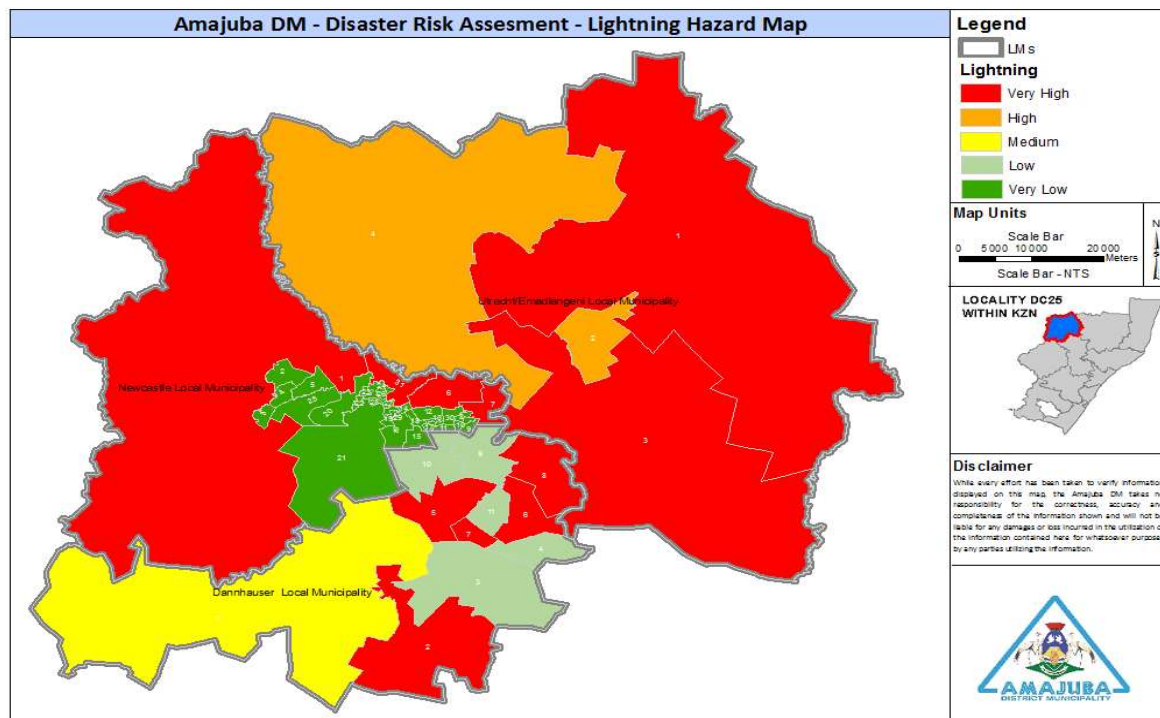
2.2.2 Map 2: Structural Fires Hazard Map



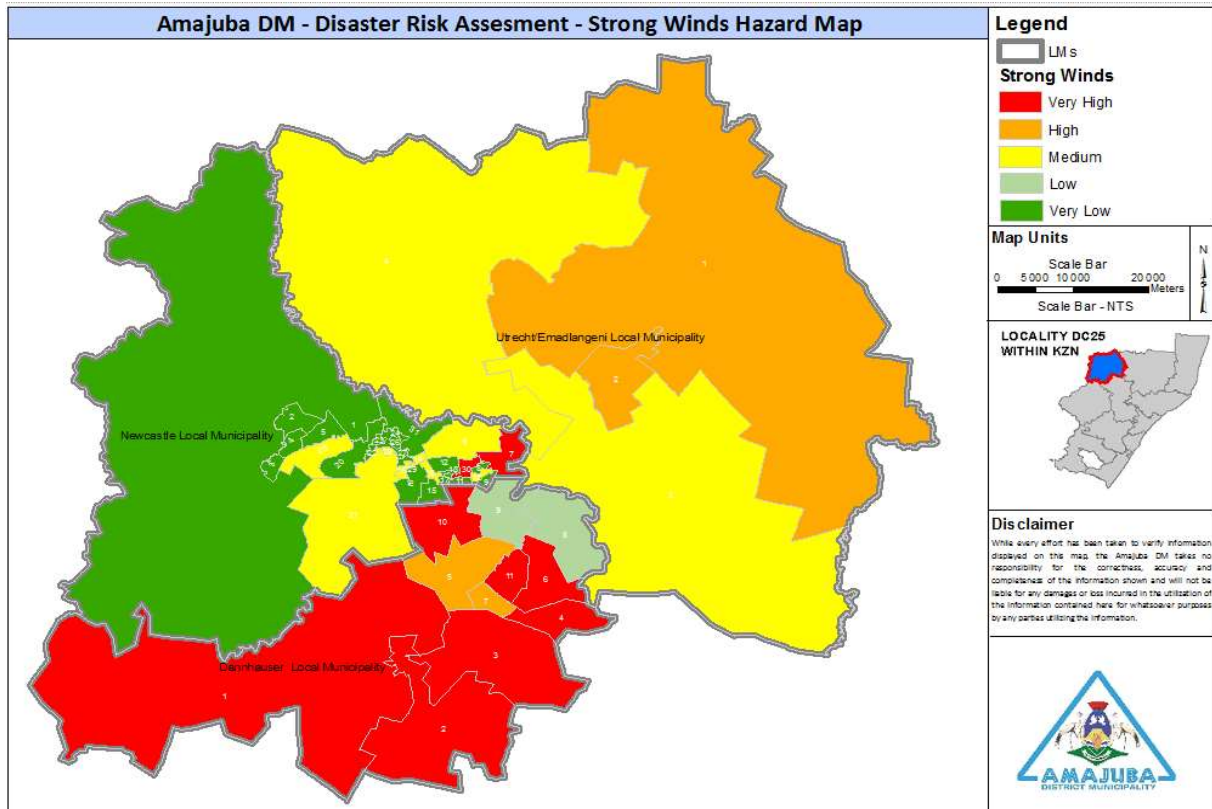
2.2.3 Map 3: Drought Hazard Map



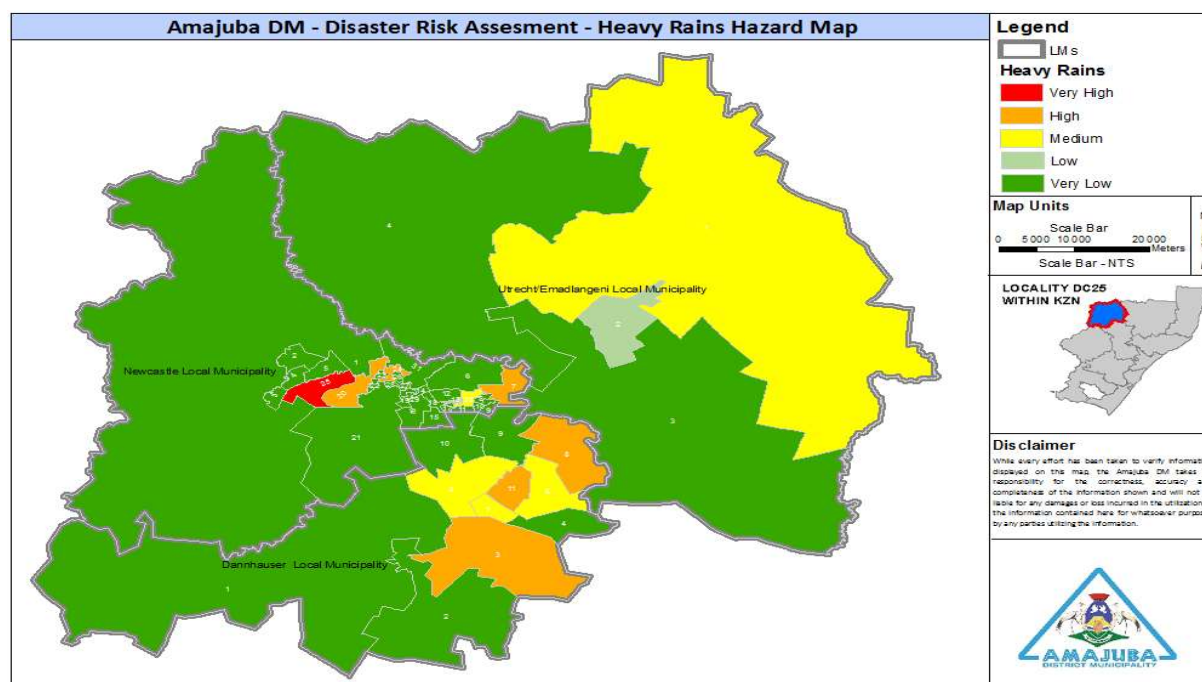
2.2.4 Map 4: Lightning Hazard Map



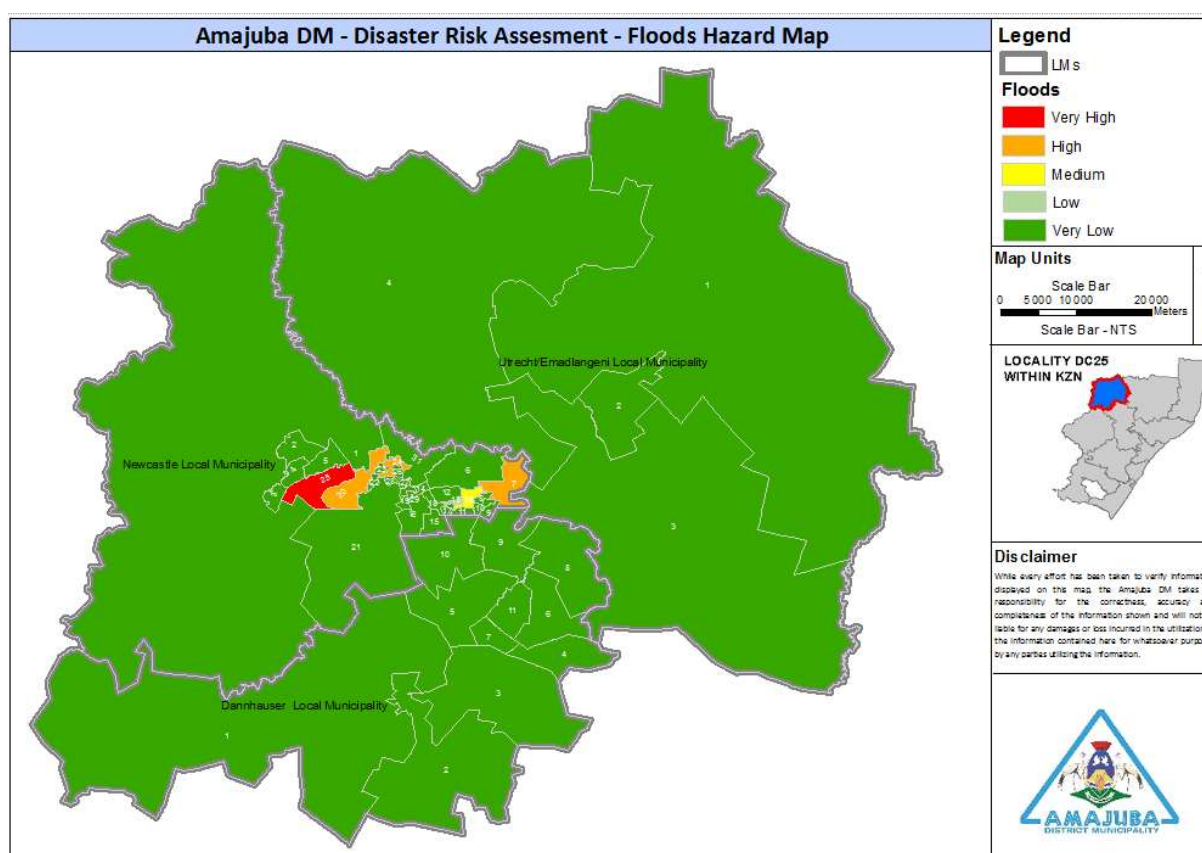
2.2.5 Map 5: Strong Winds Hazard Map



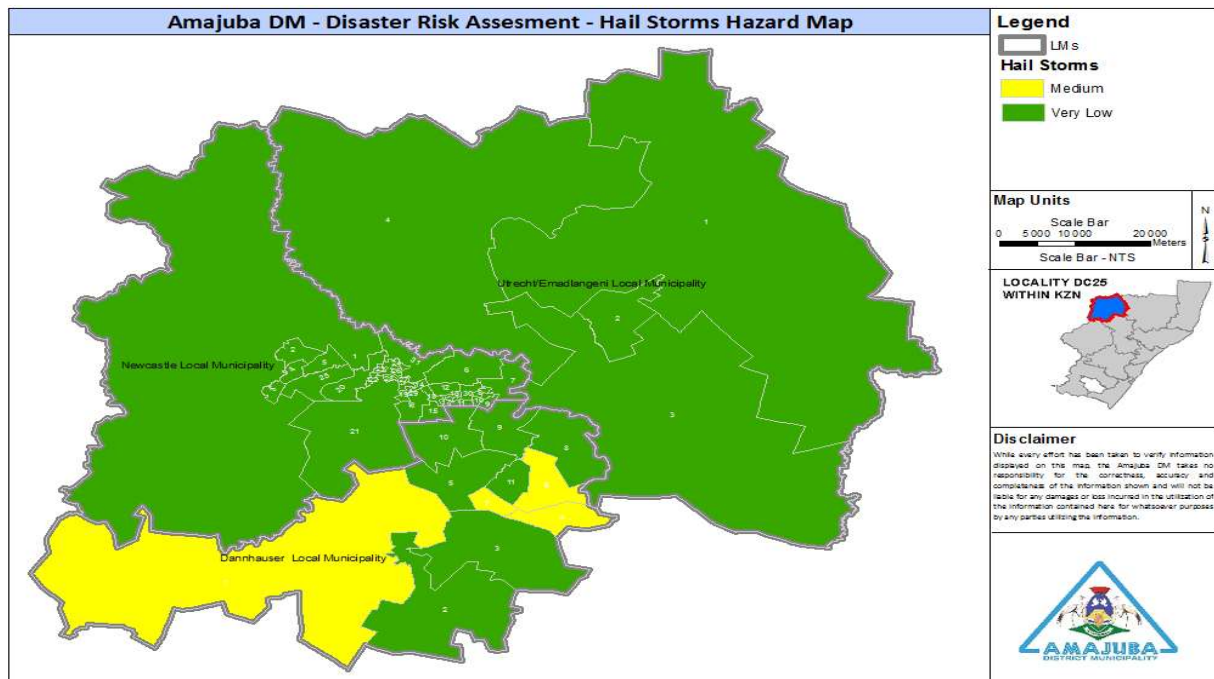
2.2.6 Map 6: Heavy rains Hazard Map



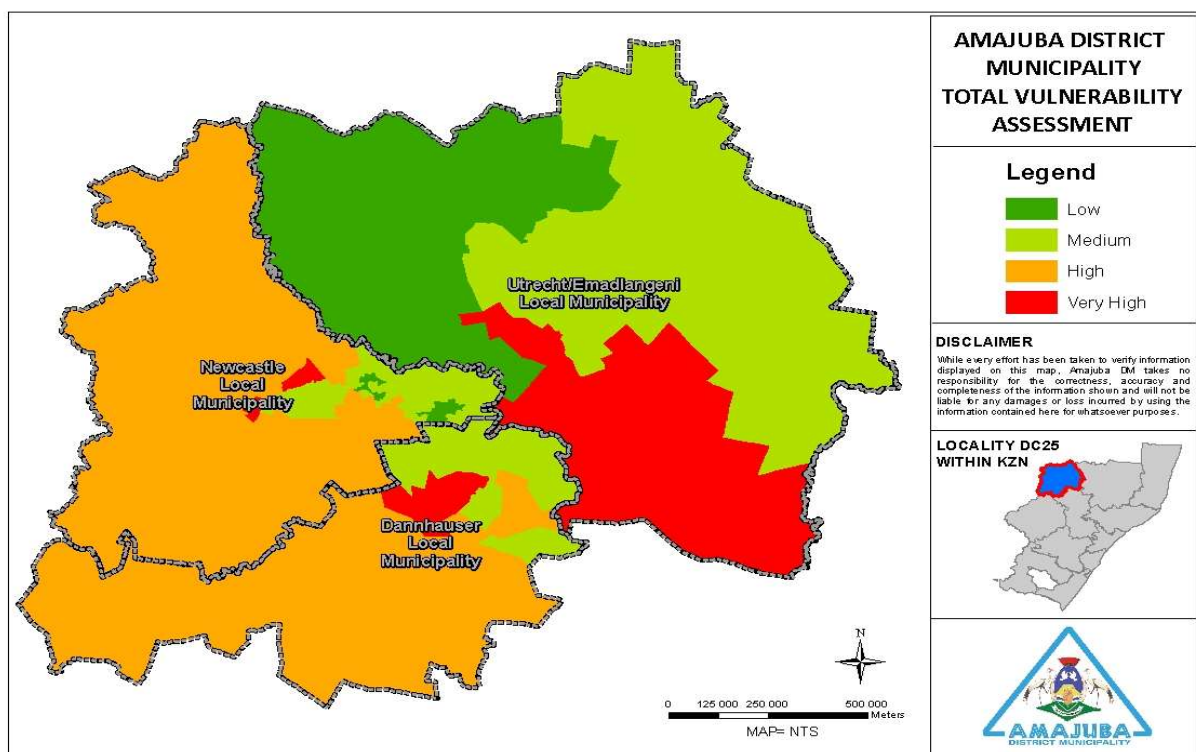
2.2.7 Map 7: Floods Hazard Map



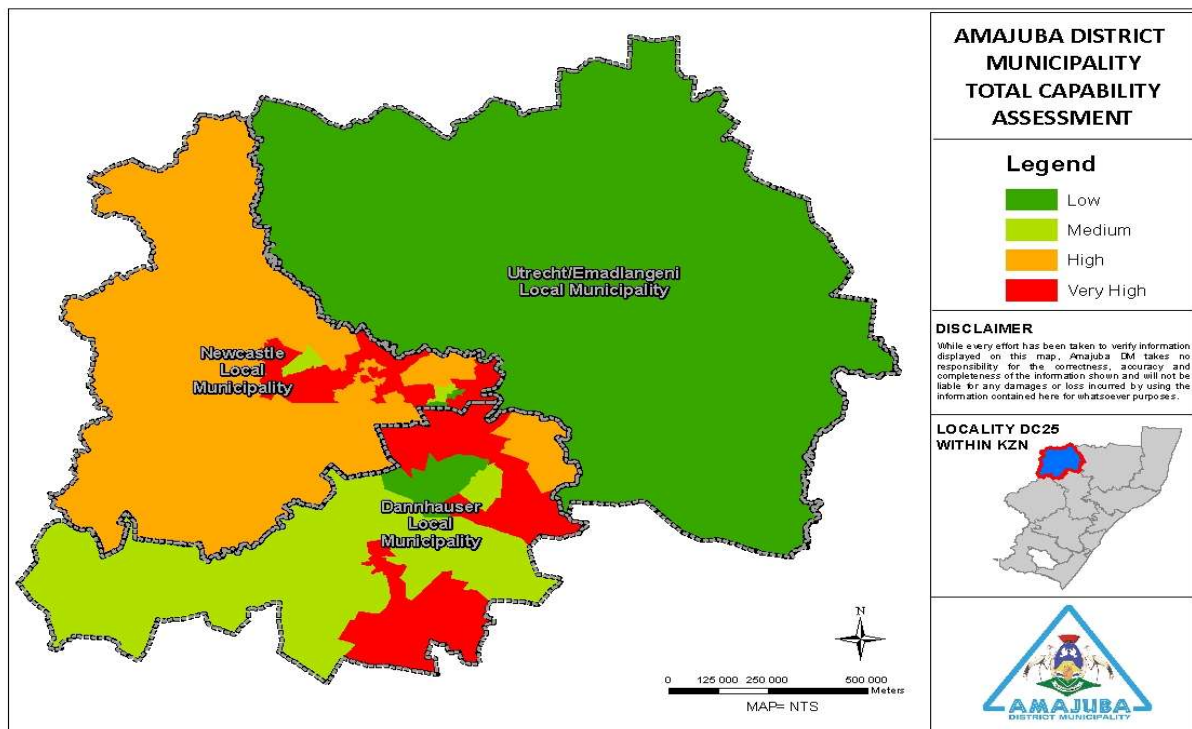
2.2.8 Map 8 Hails Storms Hazard Map



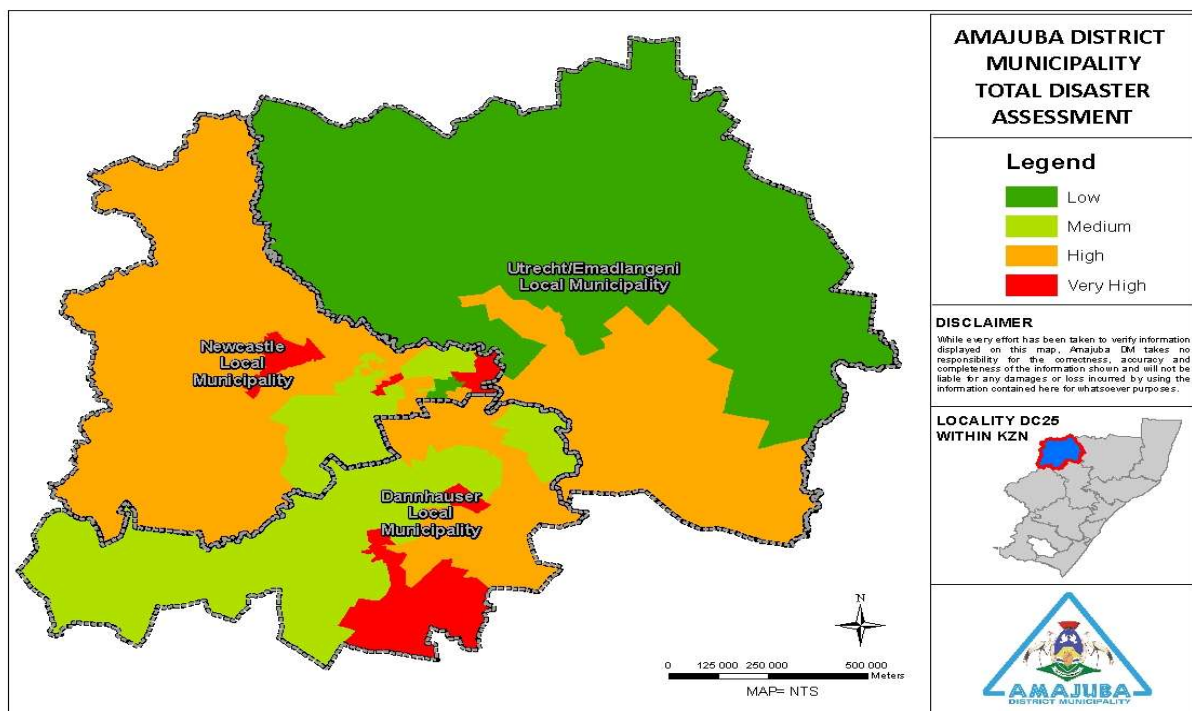
2.3 Vulnerability Map



2.4 Capacity Map



2.5 Disaster risk map



DISASTER RISK REDUCTION

3.1 Disaster Management and Fire Services Programmes/Projects by Municipality

NAME OF THE PROJECT	BUDGET	TARGETED AREAS	DATE	RESPONSIBLE UNIT
Creation of fire breaks	R 65 000.00	Emadlangeni & Dannhauser LMs	April 2017	Disaster Management
Installation of lightning conductors	R180 000.00	All LMs	August 2016	Disaster Management
Awareness Campaigns/Flyers	R 51 500.00	All LMs	July 2016-June 2017	Disaster Management
Capacity Building/ workshops	R52 750.00	All LMs	July 2016-June 2017	Disaster Management
Construction of Disaster Management Centre and Fire & Rescue Unit	R22 million	Amajuba District	July 2016	Technical Services
Dissemination of early warnings	R20 000.00	All LLs	August 2016	Disaster Management

3.2 Disaster Management and Fire Services Programmes/Projects by Stakeholders

NAME OF THE PROJECT	BUDGET	TARGETED AREAS	DATE	RESPONSIBLE UNIT
Planting of trees		Dannhauser LM	September 2016	Department of Agriculture & Rural Development

14.7 INFORMATION MANAGEMENT AND COMMUNICATION

Early Warning Strategy

The DDMC in partnership with the local municipalities has successfully established ward based disaster management committees which are further utilised to disseminate early warning messages to communities at risk. A bulk sms system will be initiated by the municipality to ensure that early warnings reach communities effectively and adequately .

14.8 EDUCATION, TRAINING, PUBLIC AWARENESS AND RESEARCH

Capacity Building

The DDMC in partnership with all relevant stakeholders will conduct workshops to enhance mainstreaming of disaster risk management at local level where incidents occur; also at ensuring that municipalities are developing necessary readiness capacities for coordination and responding to incidents when they occur. The workshops will be conducted to Mayors; Councilors; Ward Committees; Traditional Leaders; Community Development Workers, Community Care Givers; Sector Departments; Volunteers; War room stakeholders; Civil Society Organizations; Business and Private Sectors.

5.1 Public Awareness Campaigns

Amajuba DDMC will continue to conduct disaster risk management awareness campaigns in all the local municipalities. The purpose of the awareness campaign is to ensure that communities exercise risk avoidance behaviour and take precautionary measures during major incidents or disasters. Other specific objectives of community awareness campaigns include the following:

- To raise awareness in communities at high risk, thus encouraging risk avoidance behaviour.
- To increase the community knowledge on multi-hazards safety practices.
- To partner with other role-players in order to deliver comprehensive community disaster awareness campaigns.

FUNDING ARRANGEMENTS FOR DISASTER, FIRE & RESCUE RISK MANAGEMENT

6.1 Funding Mobilization Strategy

ACTIVITY	VOTE	ESTIMATED BUDGET
----------	------	------------------

Disaster Management Capacity Building	0104/3686/0000	R 52 750
Disaster Management Implementation	0104/3687/0000	R 52 750
Disaster Management Relief Intervention	0104/3688/0000	R 527 500
Disaster Management Prevention Program	0104/3715/0000	R 316 500
Disaster Management Volunteer and Interns	0104/3727/0000	R 417 780

14.3 Water Services Development Plan

Please see attached Annexure C

14.4 Environmental Management Plan

Please see attached Annexure D

14.5 Public Transport Plan

Please see attached Annexure E

14.6 Electricity Service Delivery Plan

Please see attached Annexure F

14.7 Electricity Supply Development Plan – Old Version

Please see attached Annexure G

14.8 Strategic Information Technology Plan

Please see attached Annexure H

14.9 Integrated Waste Management Plan

Background

In South Africa, waste management has traditionally been undertaken on an ad hoc basis to meet community's immediate needs without any significant preplanning. A number of waste disposal sites were located on unsuitable land, without consideration for the possible expansion of nearby communities. Furthermore,

communities were not involved in the siting of new waste disposal sites and consequently resisted these developments. These problems have resulted from a lack of integrated planning and adequate enforcement of buffer zones. The management and operation of landfill sites was, and in some cases still is, poor with inadequate control of the waste types disposed (DEAT – May 2000).

The local authorities often did not have sufficient funding, nor adequately trained staff to effectively plan and execute their waste management functions. The level of services varies between different areas, and many people, particularly the previously disadvantaged, do not have access to proper waste management services. The lack of capacity within all tiers of Local and Provincial government, due to insufficient funding, as well as the low priority previously accorded to waste management, has made planning for waste management complicated (DEAT – May 2000). This waste management plan was compiled in 2010 and no review has been done to date, it will be budgeted for the 2013/14 financial year.

Project Scope

SiVEST was appointed by the Amajuba District Municipality, to compile an Integrated Waste Management Plan (IWMP). The overall objective of the IWMP is to integrate waste management of the District where possible with the services offered in adjacent Local Municipalities. The main aims for the project are;

- Compile a district level Integrated Waste Management Plan, taking into account existing systems and practices in effect within each of the Local Municipalities,
- Draw attention to existing practices which impact on pollution avoidance, prevention and minimization at source within the District Municipality,
- Make appropriate recommendations to manage the impact of pollution and waste on the receiving environment in the District Municipality,
- Assess whether waste management takes place in a holistic, integrated and comprehensive manner throughout the wastes life cycle,
- Identify, with the assistance of each LM, areas of opportunity / need in previously un-served rural communities that will need to be considered for possible implementation of waste service delivery.
- Align the District IWMP with the Districts IDP process.

The completed, District IWMP will comprise four (4) phases, these include:

Phase 1: Status Quo Assessment

Phase 2: Gap Analysis and Needs Assessment

Phase 3: Development & Evaluation of Alternatives and Scenarios

Phase 4: Development of an Implementation Strategy

A summary of the scope of works agreed to and covered in each of the above phases is provided below:

Status Quo Assessment

A status quo assessment would be compiled for each of the Local Municipalities in the project area. This would include the following activities:

- Relevant legislation and policies relevant to waste management
- Project area demographics
- Waste quantities and characteristics
- Existing waste management systems and practices
- Determine existing infrastructure at the municipality
- Existing Private Recycling Initiatives
- GIS Mapping of waste management areas.

Gap Analysis, Needs Assessments, Objectives

The previous status quo report will be analysed for GAPS and Needs in the following areas;

- Legislation provisions
- Collection needs
- Transportation and transfer
- Recycling and re-use needs
- Waste disposal site requirements
- Institutional and organizational needs
- Socio and Economic Issues
- Develop and Prioritize Goals, objectives and policies

The following activities will form the basis of the Alternative Scenario report;

- Collection Actions
- Transportation Actions
- Disposal options with costing
- Recycling and minimization
- Other considerations

Development of an Implementation Strategy –This Report

The following activities will form the basis of the Implementation Strategy report:

- Responsibilities for the organization, planning and implementation of the IWMP
- Incorporation of the IWMP in to the IDP
- Project implementation program
- Partnerships
- An appropriate public participation program
- Financial management and funding mechanisms
- Legal aspects required and
- A suitable monitoring and review program.

Alternatives and Scenarios Identified

Alternative Action items are required to meet each of the OBJECTIVE Gap and Needs identified for the District in the Volume 2 report. Therefore, Alternative Action items were developed by work-shopping the Objective GAP and NEEDS (from the Volume 2 report) that needed to be addressed within each municipality. Consequently, these Alternative Actions are the 'wish list' or preferred Scenario options as a way forward for each of the municipalities interviewed. These Alternative Actions were also developed with the technical personnel (personnel responsible for waste service delivery) from each municipality and consequently should therefore be implementable by each municipality. The Alternative Actions are also financially viable within the overall timeframes supplied by municipal personnel, where budget will be made available or motivated by the responsible department in each municipality.

This procedure above represents a deviation from the KZN DAEA IWMP Guideline Document (2003), in that a set of alternatives to meet the requirements of the GAP and NEEDS analysis phase was not developed independently of each municipality. The Alternative Actions described below are however the result of an iterative work-shopped process (see Section 5.3 of KZN DAEA IWMP Guideline Document (2003)) with each municipality and culminate in what are the preferred Scenario for the District. The Preferred Scenario described in this document, which is also the product of this process with each municipality, is also the ultimate objective of the KZN DAEA IWMP Guideline Document. Therefore the Alternative Actions will not be subjected to an assessment (financial / environmental / technical) because these Alternative Actions are the culmination of a process with each of the local municipalities.

The above approach to the project was undertaken in order to meet the requirements of a District IWMP, where the level of detail required is of a strategic nature. Unfortunately, none of the local municipalities had developed

an IWMP of their own, and therefore this approach sought to address the GAPS and NEEDS identified for each municipality, while taking into account a wish list of implementable Alternative Actions, that were within the foreseen budget and technical feasibility of each local municipality.

Where a single Alternative Action item is indicated in the Alternative Action item table, this will normally be a requirement of national policy or legislation for the GAP and NEEDS objectives to be met. However, a number of Alternative Actions may have been identified indicating a logical sequence i.e. the municipality will need to first develop policy and then bylaws to address a particular Objective.

CRITICAL ACTION ITEMS to be addressed by each municipality

The following Critical Action Items (for the first year only are described below) need to be addressed by each of the municipalities in the implementation of the IWMP. The reference provided after each bullet point relates to the No Reference in the Appendices Tables. These include:

Newcastle Local Municipality

Critical Action Items:

1. The Newcastle landfill is to close due to permit restrictions. The municipality must investigate possible extension of the sites permit. At the same time investigations in to the establishment of an alternative site at Ingogo need to commence (includes all prelim studies, capital expenditure for infrastructure on site etc). Regional site to be investigated in conjunction with District Municipality. This site to service Utrecht and northern areas of Dannhauser local municipality (see No 18, No 40).
2. RE-Ethical Engineering have been appointed to establish a plant at the Newcastle landfill site. The plant will make a provision to remove recyclable materials from the waste stream coming to the landfill through a mini recycling facility (MRF), install a composting plant at the landfill, initiate a landfill gas to energy project (on remaining waste and also the CDM component of Gas to energy), RE-Ethical will also rehabilitate the existing landfill site. This project could potentially reduce total waste being landfilled and therefore extend the life of the site further. The details of this implementation are still being finalised to meet the requirements of National Treasury as this is a long-term contract (PPP) (No 18).
3. A need for ongoing training of staff at landfill in terms of what waste can be accepted (No 7).
4. Basic requirements as relates to DWAF Minimum Requirements Series for the operation of the site (see No 19).
5. Community services department to provide an input into planning process for the municipality. Therefore input waste Departments requirements in to Development planning applications (No 40).
6. Municipality to engage in a general review of tariffs for the services provided (No 39).
7. Commence with the registration of waste operators / transporters (No 38).
8. Establish functioning WIS in order to feed back to DM (No 36).
9. Commence implementing FBRR (No 35).
10. Adopt provisions of IWMP (No 33 and 23).
11. Report on implementation of the IWMP (No 34).
12. Appoint a waste officer in terms of legislation (No 32).
13. Review waste management bylaws (No 21).
14. Repairs Weigh Bridge (No 20).

Dannhauser Local Municipality

Critical Action Items:

1. Follow up on the permitting process for the recently commissioned landfill site with DAEARD / DEA as a matter of urgency, as this site is operating illegally as pointed out by DAEARD. Provision must be made to monitor groundwater and have the engineering design approved. This must be

actioned by the municipality. There is no other landfill site in the municipality, and the proposed life span of the Dannhauser site is approximately 27 years. This potential may not be realised if the site remains un-permitted.

2. Appoint a waste officer in terms of legislation (No 73).
3. Adopt provisions of IWMP (No 33 and 66).
4. Report on implementation of the IWMP (No 74).
5. Local contractor to be engaged to remove kerb side waste once per week to skips at the bus / rank station ward 7 (KwaMdakane) (no 54)
6. Commence implementing FBRR (No 76).
7. Establish functioning WIS in order to feed back to DM (No 77).
8. Commence with the registration of waste operators / transporters (No 78).
9. Community services department to provide an input into planning process for the municipality. Therefore, input waste Departments requirements in to Development planning applications (No 80).
10. Sign post landfill (no 61).
11. Commence with the establishment of recycling drop off centres (no 56) Emadlangeni Local Municipality

Critical Action Items:

1. Ensure operations on site are in accordance with Minimum requirements series (No 100). This is currently not taking place and a number of infractions of these requirements are occurring. The Emadlangeni LM must engage with the DAEARD / DAE on the future of the site.
2. Obtain clarity as to the fate of existing landfill site through consultation with DAEARD (No. 95).
3. Institute procedure to accurately record weight / mass of waste being dumped at landfill.(No 97).
4. Municipality to develop waste management bylaws (No 101).
5. The municipality to adopt provisions of the Amajuba IWMP (See S12.1 of the Waste Act) (No 108).
6. The municipality to designate waste officer (No 110).
7. Municipality to forecast costs associated with providing a FBRR service (No 114).
8. District Municipality to establish and manage WIS database to collect and disseminate information on waste generation activities in the District as per requirements of the Waste Act (No 116).
9. Municipality is to consider reviewing existing tariffs for waste management services provided in order to raise more money for these services (No 117).

Amajuba District Municipality

Critical Action Items:

1. District Municipality to act as lead agent in gazetting a Regional Waste disposal site to serve primarily Emadlangeni and Newcastle municipality. Provision for Dannhauser less critical as Municipality has capacity for 27 years. However where possible, Northern area of Dannhauser (wards 8, 9, and 10) to be considered to be serviced by regional site.
2. The District municipality to designate a waste officer to coordinate Waste Management functions in the district. Local Municipal waste officers to coordinate with District on issues such as WIS, recycling, policy implementation, implementation of IWMP,
3. District to report on the implementation of the IWMP to province.
4. District Municipality to commission study on standards for the management of waste to be implemented in the district
5. District municipality to conduct recycling study to understand quantities of recyclable waste being generated in the District and develop policy for recycling. Study to set waste recovery targets based on potential amounts of recoverable waste, and indicate how to involve schools, clinics and in the district.

6. District Municipality to establish and manage WIS database to collect and disseminate information on waste generation activities in the District as per requirements of the Waste Act (No 32).
7. District to assist in facilitating creation of planning forum to co-ordinate EIA's, IDP and proposed developments is to be established to ensure that they conform with waste management requirements.

INDIGENT SUPPORT

No indigent support is being currently provided by the ADM in this regard.

14.10 Air Quality Management Plan

This Plan is currently being developed with funding from DEA

14.11 Tourism Development Plan

Please see attached Annexure I

14.12 Amajuba Agricultural Development Plan

Please see attached Annexure J

14.13 Investment Promotion and Facilitation Strategy

Please see attached Annexure K

14.14 HIV/Aids Sector Plan

Please see Attached Annexure L

14.15 Amajuba District Growth & Development Plan

Please see attached Annexure M

14.16 Amajuba Draft SDBIP

Please see attached Annexure N

14.17 Amajuba Budget

Please see attached Annexure O

14.18 Amajuba Annual Report

Please see attached Annexure P